



Program Description

The Finance Committee is comprised of 21 members appointed to represent each of the 21 precincts in Town. The purpose of the Committee is to recommend to Town Meeting a balanced and fiscally responsible budget and to make recommendations on all warrant articles requiring an appropriation or having a fiscal impact upon the Town.

The Committee is also the custodian of the Reserve Fund, which is appropriated annually to allow for any unforeseen expense, which may occur during the fiscal year. The Committee's members play active roles in Town finance, officially representing the Finance Committee on many of the Town's other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, the Long Range Planning Committee, Envision Arlington, Information Technology Advisory Committee, and other committees voted by Town Meeting.

Budget Statement

The Finance Committee has a level service budget. The Reserve Fund is one percent (1%) of General Fund Revenue.

STAFFING

Finance Committee	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial				
Clerical	0.2	0.2	0.2	0.2
Professional/Technical				
Total	0.2	0.2	0.2	0.2

FY2025 Objectives

- Review and advise on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Committee (ITAC), the Long Range Planning Committee, and the Budget and Revenue Task Force.

PROGRAM COSTS

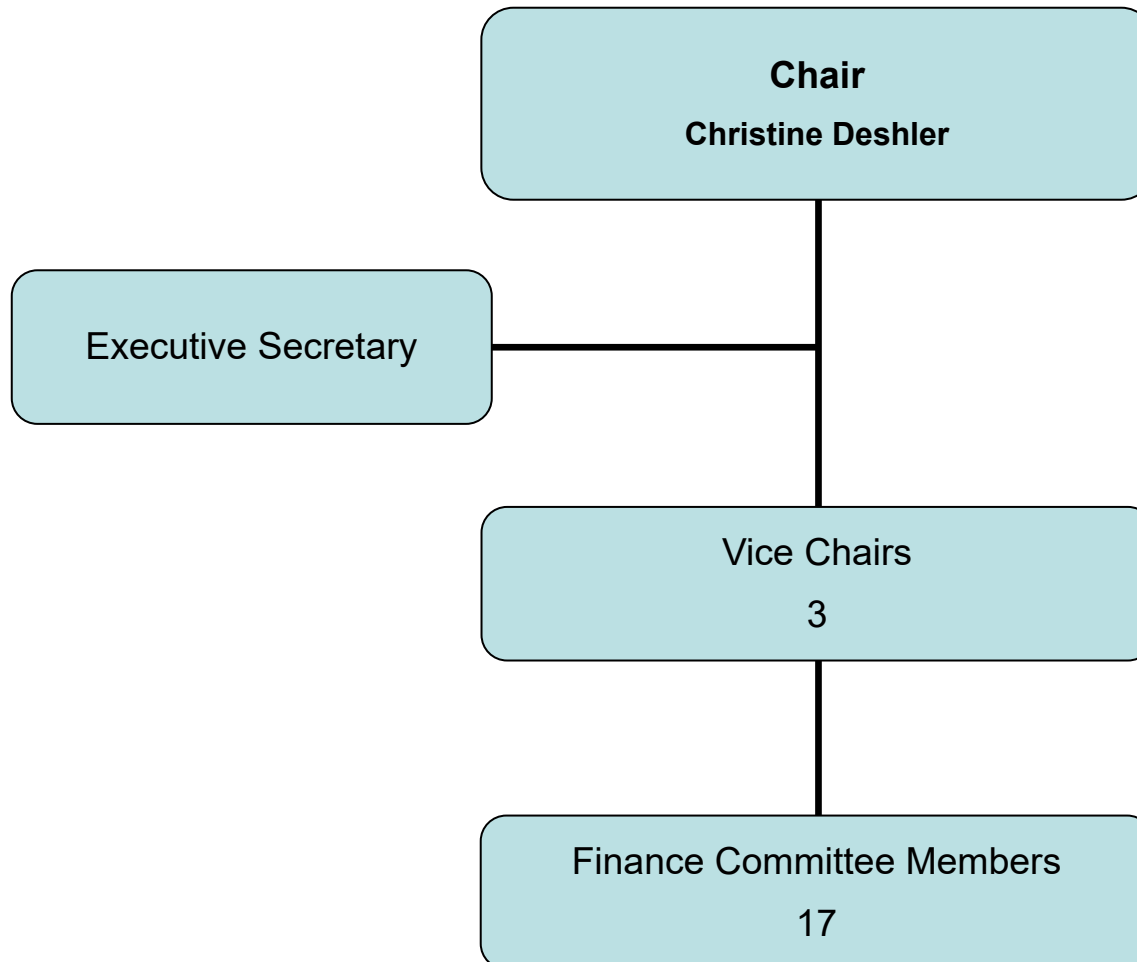
Reserve Fund	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Expenses	-	-	1,900,782	2,019,326
Total	-	-	1,900,782	2,019,326

PROGRAM COSTS

Finance Committee	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	8,708	7,675	8,353	8,529
Expenses	2,018	1,904	3,495	3,495
Total	10,726	9,579	11,848	12,024

Major Accomplishments for 2023

- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting a balanced and responsible proposed budget consistent with the long-term plan of the Town.
- Successfully guided the spending plan through Town Meeting.
- Endorsed a successful \$7 million override campaign.
- In conjunction with the Capital Planning Committee, did outreach at this year's Town Day Celebration.





Program Description

The Office of the Select Board serves as the initial contact for the Select Board to the public, providing general information and assistance. The Office of the Select Board processes and issues licenses and permits approved by the Board. The Office of the Select Board, on behalf of the Chair, is responsible for filing appropriate public notice of any Board meeting or hearing with the Town Clerk. The Office of the Select Board, including the Board Administrator, shall take all steps necessary to ensure Board notices comply with requirements of the Open Meeting Law, as well as any other notice requirements germane to a given public hearing or agenda item under the laws of the Commonwealth. The Office prepares agendas and information packets for the Select Board; prepares the minutes for meetings of the Select Board, ensuring accuracy and that minutes reflect the true nature of the issues discussed. Agendas and Minutes for the Select Board are available online through the Town's website. The Office of the Select Board prepares the Annual Town Meeting Warrant and the Select Board's Report to Town Meeting, which records votes of the Select Board on each warrant article; ensures that the report is distributed to Town Meeting members.

The Select Board serve as the Licensing Authority responsible for issuing and renewing licenses for the following categories: common victualler, food vendor, alcohol, lodging houses/inn keeper, class I and II, secondhand dealer, hackney, public entertainment, automatic amusement, and contractor drainlayer. The Select Board also serve as the permitting authority for the following categories: parking permit exceptions, block party, street performer, and special events. The Select Board are responsible for the appointment of the Town Manager, the Board Administrator, the Registrar of Voters (except the Town Clerk), the Zoning Board of Appeals, select advisory committees, and election officers; and further, confirm a host of appointments by the Town Manager. The Select Board shall open the annual Warrant and call Town Meetings and Special Town Meetings and make recommendations regarding articles under same.

Budget Statement

The budget is a level-services budget.

PROGRAM COSTS

Select Board	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	260,553	250,757	279,920	282,004
Expenses	84,357	86,251	100,550	100,550
Total	344,910	337,008	380,470	382,554

STAFFING

Select Board	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	1	1	1	1
Clerical	3	3	2.54	2.54
Professional/Technical	0	0	0	0
Total	4	4	3.54	3.54

FY2025 Objectives

- Continue to update the Select Board's Policy Handbook as necessary.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Continue to implement the State mandated Early Voting Process for State and Federal Elections
- Continue to organize the of the Select Board files and electronic archives.
- Work with all departments involved to enhance the Private Way/Betterment Process and Application.
- Work with the Treasurer's Office to explore the option of online payment for various departmental functions.
- Approval of application process and license for one Host Community Agreement for cannabis delivery only.
- Continue to work with the IT Department on the possibility of online applications.
- Restructure the process for Special One-Day Liquor Licenses.
- Analyze overnight parking pilot results and consider changes to the overnight parking policy.
- Update application and renewal process for all licensing.
- Work with all departments involved to update Short Term Rental registry process and bylaw.



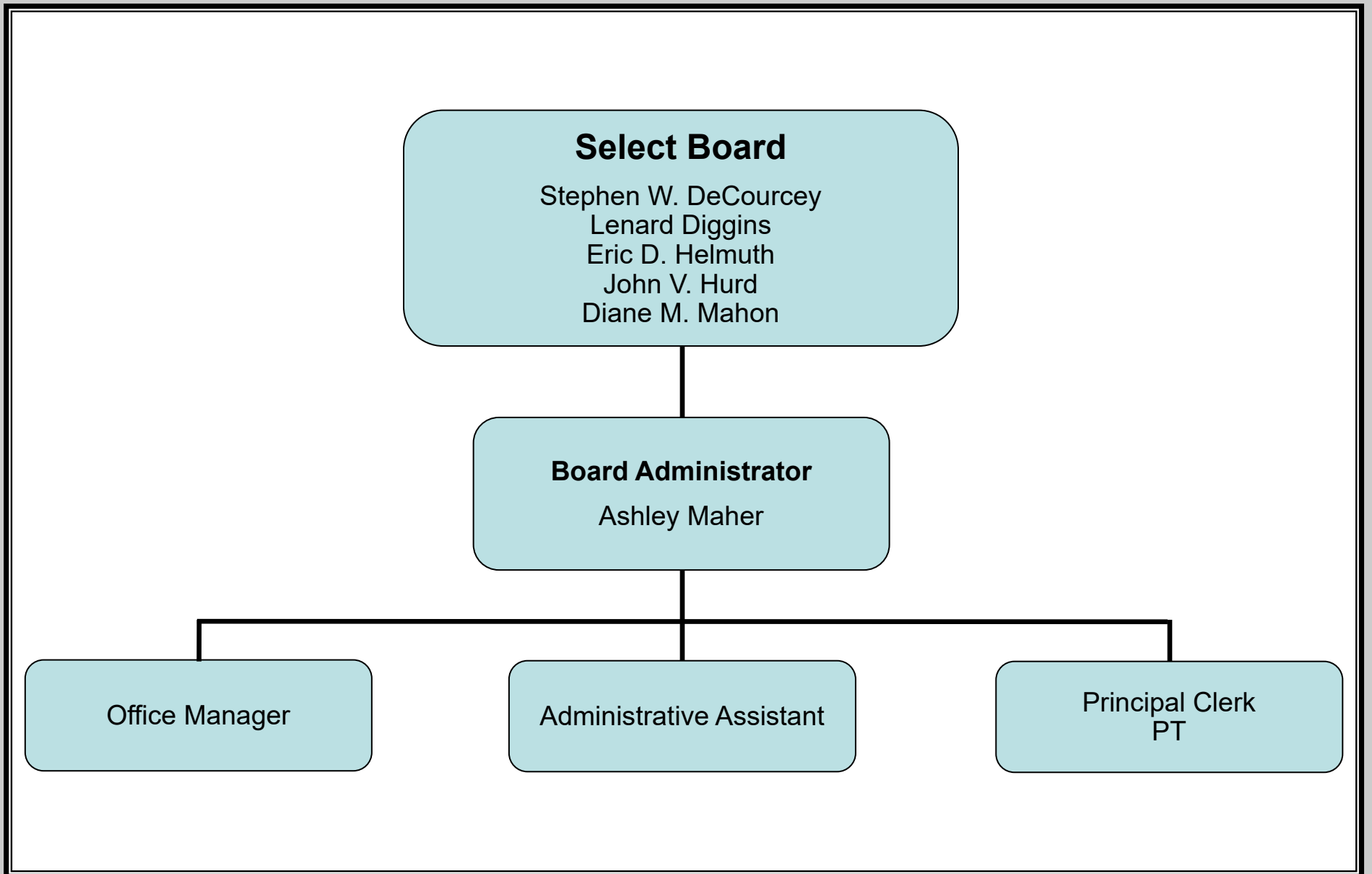
Major Accomplishments for 2023

- Implemented hybrid Town Meeting including the use of a satellite room that ran seven nights.
- Successfully held 27 remote or hybrid Select Board Meetings in 2023.
- Made significant updates to the Select Board's Policy Handbook.
- Updated and improved the Traffic Rules & Orders.
- Approved nine various business establishments for operation in Town including one All Alcohol License Transfer, two Wine and Malt Licenses and one change of category license.
- Approved two private way betterment projects in Town totaling \$127,704.
- Made changes to the parking policy which included the overnight parking pilot to run through December 31, 2023.
- Successful Town Day and Fireworks display.
- Reorganized the Select Board files and electronic archives.
- Created templates for memoranda sent to all boards and committees.
- Reformatted warrant and warrant article submission packet to be ADA compliant.
- Approved and registered nine short term rental properties.
- Worked in conjunction with the Treasurer's Office to confirm on street overnight parking passes approved by the Select Board and update list.
- Made technology improvements to the Select Board Chambers to include a zoom monitor, presentation monitor and viewing to ensure inclusivity.
- Successfully negotiated and hired a new Town Manager.

Performance / Workload Indicators

Select Board	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Meetings:				
Town Meeting Sessions	11	13	7	8
Special Town Meetings	5	1	1	5
Select Board Meetings	30	33	26	30
Select Board Goal Setting	1	1	0	1
Private Way Repairs		4	2	3

Type of License	Total in Town	Available	Requirement
All Alcohol Restaurants	14	6	50 seat min.
Wine and Malt Restaraunts	14	Unlimited	19 seat min.
Theatre	2	Unlimited	100 seat min.
Package Store	6	0	
Club	7	Unlimited	





Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Town Clerk and Select Board.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Facilities, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers' Compensation, Human Resources, Information Technology, Assessing, Treasurer/Collector, Comptroller, and Recreation departments. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Select Board, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee, and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encourages a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of teamwork.

Budget Statement

The FY2025 budget is a level-services budget.

PROGRAM COSTS

Town Manager	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	886,919	782,041	983,396	1,007,846
Expenses	53,395	64,879	63,552	63,552
Total	940,314	846,920	1,046,948	1,071,398

STAFFING

Town Manager	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	3	3	4	4
Total	7	7	8	8

FY2025 Objectives

Long Range Financial Goals

- Work with Long Range Planning Committee to update existing multi- year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans.
- Evaluate current methods of delivering various services to ensure that the most productive, cost-efficient method is utilized.
- Maximize grant funding and other revenue enhancing opportunities including grants and technical resources.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local delegation, including Unrestricted General Government Aid, Chapter 70 Education Aid, and Chapter 90 program funding.
- Explore local legislative options that provide new or additional revenue streams

Capital Projects and Maintenance

- Work with the Arlington High School Building Committee to manage the Arlington High School construction project which is currently underway.
- Work with the PTBC as they manage the renovation and construction at the DPW facility.
- Work with the Library Board of Trustees as it advances the "Libraries for All: A new future for the Fox" program and begins to seek funding for construction at the Fox Library.
- Review and update American Rescue Plan Act (ARPA) funding priorities and usage in advance of Treasury's December 31, 2024 funding commitment deadline.



FY2025 Objectives (cont.)

- Complete Community Preservation Act and capital funded work at Town Hall to stabilize the building envelope and prevent further water damage. Work with various funding entities to develop a funding plan for more extensive repairs to the Town's civic center.
- Work with the Facilities Department to implement maintenance contracts and capital projects on buildings formally managed by the Redevelopment Board. Conduct procurements for rental properties that are vacant or with expiring leases.
- Complete renovations at the Whittemore Robbins Estate

Long Range Community Planning, Land Use, and Development

- Support the Master Plan Update Advisory Committee as it begins the process to update Arlington's Master Plan, which will be 10 years old.
- Implement the Housing Production Plan while also advocating for funding sources for the Affordable Housing Trust Fund.
- Support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on economic recovery from the impacts of the pandemic and preparation for the 2025 Town anniversary celebration.
- Work with the Arlington Commission for Arts and Culture to support promotional opportunities for arts and culture in Arlington, including public art, and work to promote the cultural district, and further work to develop metrics for measuring the impact of investments in arts and culture.
- Work with stakeholders on identifying land for storm debris and snow storage.
- Communicate and coordinate with neighboring communities to identify issues that have regional impacts, the following included:
 - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years. Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway. Work with newly formed Save the Alewife Brook advocacy group to broaden these efforts.
 - Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that state agencies uphold their commitment to maintenance and vegetation management.

FY2025 Objectives (cont.)

Transportation and Parking

- Seek funding through the MassWorks program for the Mass Ave & Appleton St. Safety and Accessibility Project. If funding is awarded, work to procure a construction contract as soon as feasible.
- Identify and prioritize traffic safety projects utilizing the mobility improvement funds outlined in the November 2023 override.
- Contract with a design consultant to prepare mid- and long-term safety improvements for the Park Ave corridor.
- Work to develop a Traffic Calming Guidelines
- Work with Arlington Bicycle Advisory Committee (ABAC) and the Transportation Advisory Committee (TAC) to begin implementation of Connect Arlington, the Town's sustainable transportation plan.
- Work with the Parking Advisory Committee on managing the Arlington Center Parking Management Strategy and work to prepare proposals for the Parking Benefit District improvements. Consider expansion of the parking meter program to allow for improvements in other areas of Town business districts.
- Work with TAC to establish a schedule for periodic updates from TAC to the Select Board.
- Work with Town staff to explore continuation of BlueBikes program in Arlington along with potential expansion of stations further west along the Minuteman Bikeway.
- Work with Disabilities Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.
- Investigate the potential for changes, either temporary or permanent, to the Town's overnight parking ban following completion of overnight pilot parking program.
- Install additional public bike parking options in the public right of way.

Public Communications, Customer Service, & Resident Engagement

- Work with the Diversity, Equity, and Inclusion Division to implement priorities identified in the Equity Audit.
- Continue exploring options for customer service enhancement including enhanced use of website and communications systems.



FY2025 Objectives (cont.)

- Expand the use of digital notifications (text and email) via the Everbridge mass notification system. Identify ways to increase subscribers.
- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with Public Information Officer to maintain and expand traditional and alternative means to enhance public communication including launching the Arlington Civic Academy.
- Develop data metrics and dashboard for analyzing, publicizing, and managing department operations.
- Secure a new solid waste hauling and disposal contract that meets resident needs in a cost- effective manner.

Information Technology

- Work with state funded Cybersecurity grant program, assess potential improvements to Town and School network security.
- Implement multi-factor authentication for Town email users
- Upgrade to WiFi 6 in municipal buildings
- Assess future of planning and assessing technology related work in the Town.

Energy Efficiency/Sustainability

- Continue work with the Clean Energy Future Committee to implement the measures included in the Net Zero Action Plan.
- Continue promotion of the Arlington Community Electricity (ACE) program.
- Work with the Facilities Director to onboard the new building management systems for the Arlington High School, Community Center, and DPW buildings
- Work to implement the new Fossil Fuel Free Building Demonstration program starting May 21, 2024.
- Work with the Massachusetts Department of Energy Resources to become a certified Climate Leader Community

FY2025 Objectives (cont.)

Organizational

- Continue bargaining, utilizing the results of the most recent compensation study, with bargaining units not yet settled for a new contract beginning in FY2025.
- Continue to recruit, hire, and train qualified, professional, and excellent employees at all levels of the organization with a focus on developing a strategy for enhancing diversity in hiring.
- Work to provide organization-wide professional development, focused on enhancing employee resiliency.

Major Accomplishments for 2023

- Received Government Finance Officers Association Distinguished Budget Presentation Award
- Retained the Town's "AAA" bond rating during the most recent debt issuance
- Appointed Alex Magee as Deputy Town Manager/Finance Director, Christine Bongiorno as Deputy Town Manager for Operations, Julie Wayman as Treasurer/Collector, Colleen Leger as Health and Human Services Director, Michael Cunningham as Town Counsel, and Jaclyn Munson as Deputy Town Counsel.
- Worked with the Arlington High School Building Committee to complete Phase 2 of the new Arlington High School.
- Worked with the PTBC on ongoing construction of the DPW facility.
- Completed a Community Equity Audit for the Town to help understand and identify barriers to access for community members, including language and communication needs for residents, and provide a road map toward Arlington being a more equitable community.
- Completed ongoing accessibility improvements at Town Hall.
- Completed the Chestnut St. safety and accessibility improvements.



Program Description

An ongoing goal of the Select Board is to enhance public communication and customer service during day-to-day Town operations and in the event of an emergency, plus promote the interests of the Town in concert with its online policy. The Public Information Officer (PIO) works with all departments to achieve these goals by leveraging existing, and new, communication channels and technologies to improve efficiencies, effectiveness, transparency, and staff productivity. The PIO also manages these systems and trains staff to post content in compliance of federal, state, and local laws, such as the Americans with Disabilities Act (ADA), Open Meeting Laws, and the Town's Online Communication Policy.

The communication channels utilized to meet these objectives are the Town's website, the Request/Answer Center (R/A Center), Town of Arlington Notices (email), social media, Arlington Alert System (phone), plus local media, ACMi, and the Town's network of boards and committees.

This is the ninth full fiscal year utilizing the Town's content management system (CMS) that powers the website. The Town continues to build staff capacity by introducing new processes and training about content creation, dissemination, and related ADA compliance. As of late 2023, active staff users on the main communications systems are as follows: Website CMS, 63 users; R/A Center, 70 users; Siteimprove, 37 users; social media management, 12 users; and Arlington Alerts, 12 users. Siteimprove is a software program that crawls our website and reports ADA issues for staff and vendors to fix.

FY2025 Objectives

- Continue implementation of Arlington's Online ADA Compliance Strategy & Training Plan to address ADA issues identified in Siteimprove and Arlington's ADA Self-Evaluation Report.
- Communicate ARPA funded projects.
- Work to implement language access options as identified by the DEI Division.
- Further develop/conduct Arlington Civic Academy to provide enhanced education of how Town government works in an effort to enhance and diversify community involvement.
- Continue to produce video content with ACMi for regular "Updates" with departments and officials (Town Hall and DPCD, plus others as necessary).
- Increase subscriptions to Town Notices (email) as they consistently rank high in Communications surveys in how residents receive information about the Town.
- Expand use of Arlington Alert System for geo-targeted, non-emergency communications via text and email about infrastructure improvements, such as repaving streets or street sweeping operations.
- Promote and encourage residents and businesses to provide their text and email information to the Arlington Alert System to take advantage of targeted notification via these methods.
- Continue to work with all departments, but particularly, Public Works, Planning & Community Development, Recreation to keep the public informed about projects around town and public engagement opportunities.
- Train on Google Analytics 4 (GA4) and rebuild existing dashboards and build new ones for Town communications and usability of the website.
- Support efforts toward updating Meeting Management Software as Granicus looks to sunset NovusAgenda.
- Engage in Discovery Phase with IT/DPW with an eye toward migrating Request/Answer Center to their new GIS System.



Major Accomplishments for 2023

- Developed and conducted Arlington's first Civic Academy. Over the course of 6 weeks, 19 participants gained knowledge from fifteen presenters on how the Town works and the role they might play in town government. Positive responses from both presenters and participants makes the repeat of this program highly desirable.
- Implemented Phase 1 and Phase 2 of Arlington's Online ADA Compliance Strategy & Training Plan, plus added a Social Media Training Module, including on-demand training materials created in house.
- Conducted bi-annual Communications Survey. Received 1,548 respondents, nearly half of these respondents were from a text/email sent to Arlington Alert subscribers.
- Migrated arlingtonma.gov and associated online properties to Google Analytics 4 at the end of calendar year 2022 in advance of Google sunsetting Universal Analytics (July 1, 2023). Backed up historical reports since 2008 as those will no longer be accessible after December 2023.
- Developed Communications Plan to expand use of Arlington Alerts and increase text and email contact information and tracking of this campaign to identify most effective methods of acquiring this data.
- Conducted Everbridge training for DPW personnel including Highway, Water, and Engineering Divisions, plus dispatchers were trained on the system (9) and Emergency Personnel (6).
- Continued to produce video content "Updates" including: Town Hall Updates and DPCD Updates.
- Developed Communications Plan, with DPW and Health Department to comply with new regulations from MassDEP regarding Lead in Water testing should Arlington surpass minimal levels in its annual testing and CSO/SSO discharges MassDEP regulation 314 CMR 16.00.
- Major campaigns and events supported in 2023 to date included: MBTA Communities, ARPA program and project outreach campaigns (playgrounds and Transformative Growth Grants), AHS Building Project, Public Works Facilities Project, Chestnut Street Safety Improvement Project, Arlington Community Electricity, elections, Town Meeting, Special Town Meeting.
- Publications Produced: 2022 Annual Report, which received 2nd Place Massachusetts Municipal Association Certificate of Excellence.

Performance / Workload Indicators

	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,583	5825	6,277	6500
% of Growth from previous year	-7%	4%	4%	3%
% of households (19,000)	29%	31%	33%	34%
Social Media Town of Arlington Channel only				
Facebook Likes	3,100	3,350	3,750	3900
Twitter Followers	4,061	4,180	4,344	4400
Website Traffic (arlingtonma.gov)				
Page Views	2,484,367	1,993,858	1,764,953	1,700,000
Visits/Sessions	1,271,778	852,677	778,722	750,000
Vistor Loyalty- # of Uniques Visited Over 200 Times	33,287	33,679	29,862	29000
Request/Answer Center: System Stats				
New Customer Registrations	1,320	1,299	1,336	1300
Questions/Requests Created	2,853	1,898	1,808	1800
Questions/Requests Closed	2,794	1,888	1,506	1800

Performance / Workload Indicators

	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Estimated
Town Manager				
Purchase Orders Processed	4,118	4,072	3,900	3,900
Bids Processed	64	58	60	60

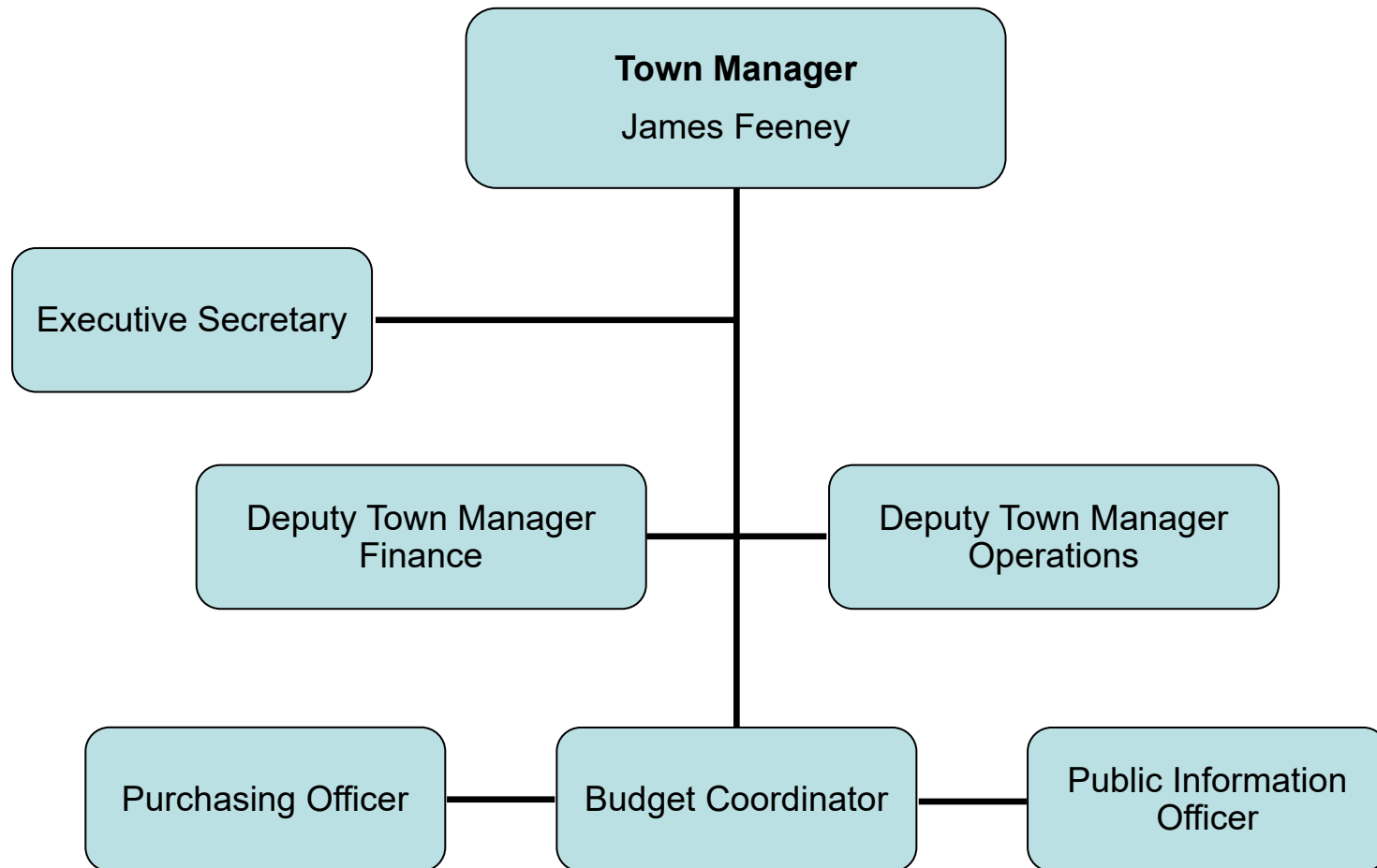


Public Records Center

The Public Records Center is Arlington's online customer service portal where residents can make requests for and receive public records. The system was launched in 2017 to foster compliance with the updated Public Records Law that went into effect January 1, 2017. In its ongoing commitment to open government and transparency, the Town proactively posts many commonly requested documents to its website and provides access to or copies of public records upon request. Although public record requests can be submitted in any fashion, the Public Records Center is growing in popularity each year due to its convenience, as well as increased public interest in local government matters.

Some public records requests are simple in nature, seeking only a copy of a single permit or plan, while others are labor intensive, requiring input from a number of Departments or time consuming searches of historical archives or electronic records. The Public Records Law requires municipalities to designate a Records Access Officer to coordinate the response to public record requests. In Arlington, this function is performed by the Deputy Town Manager for Operations. Provided is a summary table of common requests.

Public Records Requests	CY 2020	CY 2021	CY 2022	CY2023
Fire Department Reports	36	29	20	43
Maps / GIS Data	89	100	114	102
Municipal Records	278	175	155	153
Property / Building Specific Information	181	213	196	210
Other	0	97	47	43
Total Requests	584	614	532	551





Program Description

The Human Resources Department is a four-person team consisting of a Director, Assistant Director, Benefits Administrator, and part-time Assistant Benefits Administrator. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the Town's classification, compensation and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting and retaining the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all Town employees. The Department administers Health Insurance and other benefits (a budget of approximately \$20 million) for all active town and school employees as well as retirees. The Department advertises position openings; screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps protect the Town from costly employment litigation.

Budget Statement

Human Resources functions are stable and the budget for FY25 is a level-services budget.

PROGRAM COSTS

Human Resources	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	324,485	335,568	347,317	366,103
Expenses	37,486	52,137	56,450	56,450
Total	361,971	387,705	403,767	422,553

STAFFING

Human Resources	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	1	1	1	1
Clerical	2.8	2.8	2.8	2.8
Professional/Technical	0	0	0	0
Total	3.8	3.8	3.8	3.8

FY2025 Objectives

- Recruit and retain the very best employees for Arlington in an extremely competitive job market.
- Informed by FY2023 Benchmark Salary Study of 100 town and school positions, initiate successor bargaining with five Town Unions and close out previous years' successor bargaining with one Town Union.
- Institute monthly Human Resources newsletter for Town staff on a variety of topics, share information on benefits, improve communication and further the department's mission of providing high quality service to our employees.
- Leverage knowledge of seasoned department staff to document department policies and procedures.

**FY2025 Objectives (cont.)**

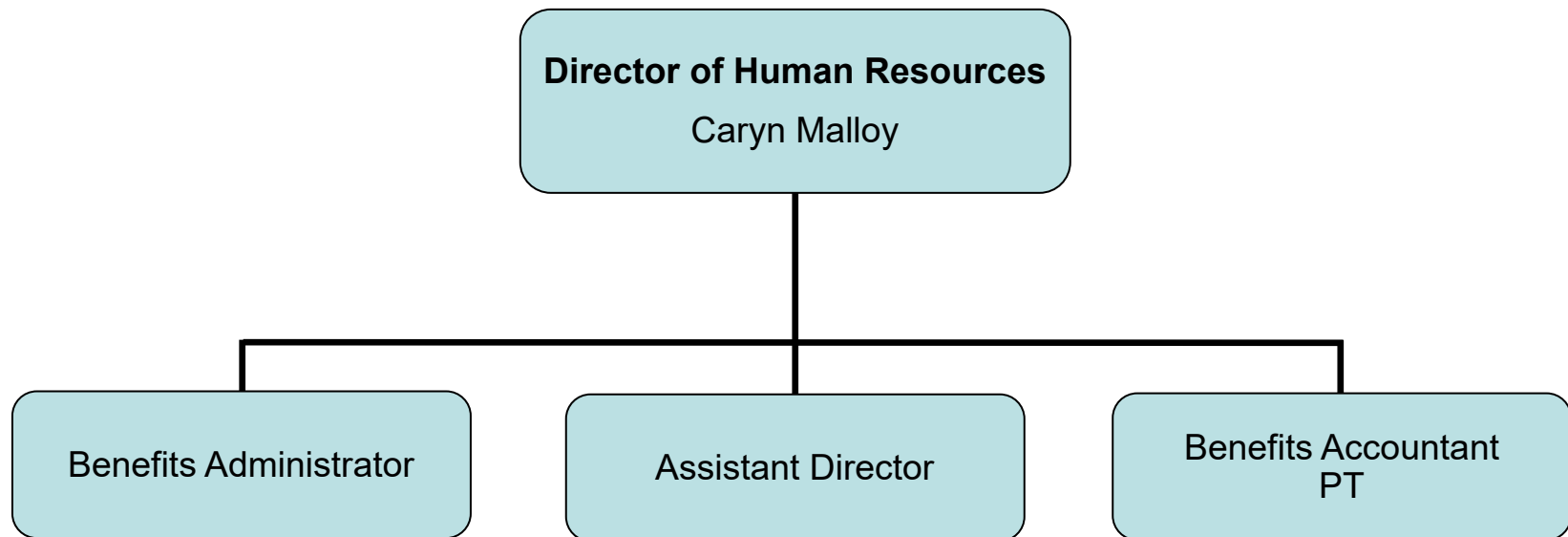
- Monitor and implement changes to a myriad of employment laws including: Massachusetts Equal Pay Law, Family Medical Leave Act (FMLA), the Affordable Care Act, ADA Reasonable Accommodations, Discrimination and Harassment prevention, and improve communication with employees and protect the Town from employment liability issues.
- Investigate further ways for the Town to recoup benefit costs for employees.
- Continue to serve as a support to and member of the Town's Diversity, Equity, and Inclusion team.
- Using federal funding, investigate the possibility of conducting a Pay Equity Study as recommended by the 2023 Equity Audit.

Major Accomplishments 2023

- As a part of the Town's collective bargaining team, reached agreement with Patrol Officers' Union prior to state level arbitration.
- The Director of HR served as the Chairperson of the Town Manager Search Committee; the search resulted in the appointment of James Feeney to the position in August 2023.
- Among the over 70 positions posted, the Department Facilitated recruitments for Deputy Town Manager—Finance, Deputy Town Manager—Operations, Treasurer and Collector of Taxes, Director of Health and Human Services, Select Board Administrator, Town Counsel and Deputy Town Counsel. Each selection process and used tailored assessment tools based around tasks specific to each position.
- Facilitated Civil Service Promotional Exam Process for all levels of Ranking Police Officers.
- Continued practice of redacting job applicants' contact and other information to mitigate the impact of unconscious bias in the hiring process.
- Partnered with HR Coordinator of the Arlington Public Schools to file the Affordable Care Act submission. It is a complex process that, done incorrectly, would subject the town to significant fines.
- Supported the Town's DEI Division in the conclusion of workshops for almost 400 town employees across all departments. The workshops concluded in early 2023 with day-long meeting of all participants.
- Provided extensive and detailed data on health insurance and other benefits used in preparation of the Town's Other Post-Employment Benefits (OPEB) liability projection.
- Worked closely with Department Heads on numerous labor relations, accommodation, and disciplinary matters.
- Conducted a variety of workplace investigations.

Performance / Workload Indicators

Human Resources	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Health Insurance Contracts Managed	1,967	1,993	2,002	1,998
Opt Outs	68	65	66	66
Life Insurance Contracts Managed	1,000	1,021	1,027	1,030
Life Insurance Claims Processed	25	32	34	34
Vacancy Postings	49	57	72	65
New Hires	40	63	50	50
Promotions	25	14	20	20
Retirements	29	34	19	25
Resignations/Separations	38	34	34	35





Program Description

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports and other financial reporting as governed by Federal and State government agencies. The Comptroller's office maintains all records of grants, gifts and other special revenue funds as well as records of the Town's debt as authorized by the Town Meeting. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and for providing quarterly revenue and expenditure reports to the Select Board, Town Manager, Town Treasurer and Chair of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition.

Budget Statement

The Comptroller's office has a level-services budget.

PROGRAM COSTS

Comptroller	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	333,742	325,239	359,156	377,596
Expenses	11,822	20,806	27,600	27,600
Total	345,564	346,045	386,756	405,196

STAFFING

Comptroller	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

FY2025 Objectives

- Implement the final stage of the new chart of accounts according to Uniform Massachusetts Accounting System (UMAS) guidelines. The new structure will provide increased automation and improved reporting at all levels such as: year to date reports, departmental reports, independent audit, tax recap, schedule A, end of the year report for school, eliminate most manual entries, stricter budgetary controls.
- Continue to adjust the end-user permissions and create new workflow structures for Accounts Payable and Requisition/Purchase Order process.
- Perform in-house departmental training on the new chart of accounts.
- Monitor and report on the American Rescue Plan Act (ARPA) fund to ensure all the charges are in compliance with the federal regulations. Implement strict budgetary controls and mirror ARPA spending categories by creating individual Munis projects.
- Perform departmental audits as necessary to identify, assess, and evaluate internal controls of Town departments.
- Assist all departments with documentation of Fraud Risk Assessment and perform yearly reviews of said policies to ensure accuracy and applicability.
- Continue to expand the Electronic Fund Transfer (EFT) by enrolling more vendors in paperless payments.
- Work with federal and state grant administrators to determine eligibility of fringe benefits and process gray bills.
- Upgrade Munis to 2021 version in collaboration with IT department.
- Expand Tyler Content Manager (TCM) utilization to the Revenue module by uploading all back up for cash receipts in Munis.
- Ongoing staff training to stay current on municipal laws and governmental accounting standards.



Major Accomplishments for 2023

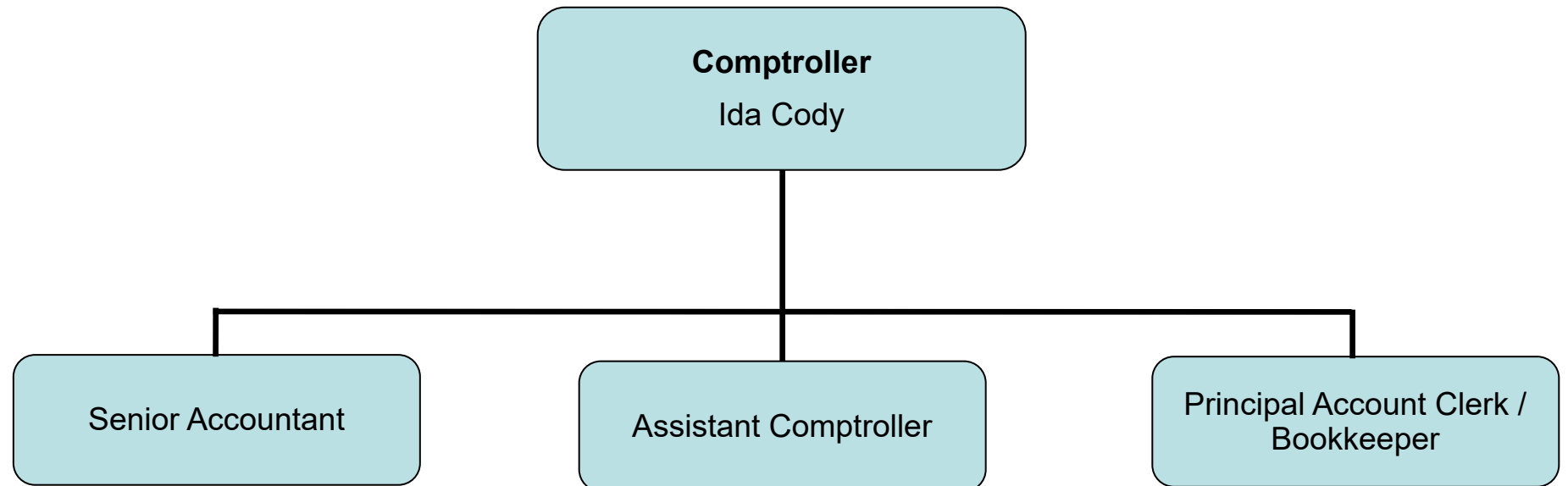
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the Town of Arlington's Annual Comprehensive Financial Report (ACFR) for the Fiscal Year Ending June 30, 2022. Prepared the ACFR to show that the Town and the Comptroller's office will, for the 7th year, go beyond the minimum requirements of Generally Accepted Accounting Principles (GAAP) to prepare comprehensive annual financial statements and reports that evidence the spirit of transparency and full disclosure.
- Closed the books on FY2023 and completed the Town's independent audit in accordance with GAAP. The detailed and organized accounting records led to clean audits with no findings and no material weakness.
- Achieved 100% utilization of Tyler Content Manager scanning technology in the Accounts Payable module and increased audit transparency. All invoices are now uploaded into Munis and can be viewed when performing account inquiries.
- Certified \$18,032,011 free cash which is an increase of \$2.1M over FY22. The increase in fund balance is attributed to the revenue surplus and appropriations turn back.

Major Accomplishments (cont.)

- Maintained the Internal Controls for Federal and State Grants to ensure compliance with the new federal reporting requirements. Internal Controls are designed to provide reasonable assurance that the following objectives are achieved: 1) Effectiveness and efficiency of operations; 2) Adequate safeguarding of property; 3) Assurance that property and money is spent in accordance with grant program, and 4) Compliance with applicable laws and regulations.
- Continued to centralize all data in digital folders for easy remote access: replaced physical drawers with digital folders and saved all vendor contracts, warrants, audits, financial statements, budget reports and DOR reports in the shared drive,
- Successfully converted and automated all special revenue funds to minimize manual year end closing entries.
- Uploaded and tested the final Munis chart of accounts conversion.
- Continued to create and present quarterly year to date budget report to Select Board for increased transparency and improved communication of town finances.
- Worked with the Town Engineer, Select Board and Town Manager on coordinating the cash flow, accounting and the actual construction of private way betterment projects.

Performance / Workload Indicators

Comptroller	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
General Fund - Free Cash Certified	11,078,429	15,912,078	18,032,011	15,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	7,748,848	6,807,899	6,962,689	6,000,000
Youth Services Enterprise Fund- Retained Earnings certified	68,724	12,794	122,846	50,000
COA Transportation Enterprise Fund- Retained Earnings certified	79,028	38,319	44,802	25,000
Rink- Retained Earnings certified	102,392	112,193	82,042	80,000
Recreation- Retained Earnings certified	733,459	1,190,830	1,342,423	800,000
Total Invoices processed	26,871	30,345	28,536	28,500
# of check invoices	25,725	29,804	28,121	28,070
# of wire invoices	182	188	174	180
# of EFT invoices	964	353	241	250
# of new funds set up (grants and special revenue)	59	37	57	55





Program Description

The Office of Treasurer & Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, collecting and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water & Sewer utility billing, parking violations, and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs her fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in government finance officer's seminars and conferences.

STAFFING

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Treasurer				
Managerial	1	1	1	1
Clerical	8	8	8	8
Professional/Technical	1	1	1	1
Total	10	10	10	10

FY2025 Objectives

- Continue to address unpaid tax title balances on properties that have liens for unpaid taxes.
- Continue working with IT on planned upgrades for financial software.
- Continue work with banking institutions to increase investment income.
- Consider new ways of communicating with the public regarding tax overpayments, uncashed checks, and water liens.

Budget Statement

This budget is a level-services budget.

PROGRAM COSTS

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Treasurer				
Personnel Services	516,132	658,655	689,578	699,340
Expenses	88,316	104,784	166,663	166,663
Total	604,447.80	763,439	856,241	866,003



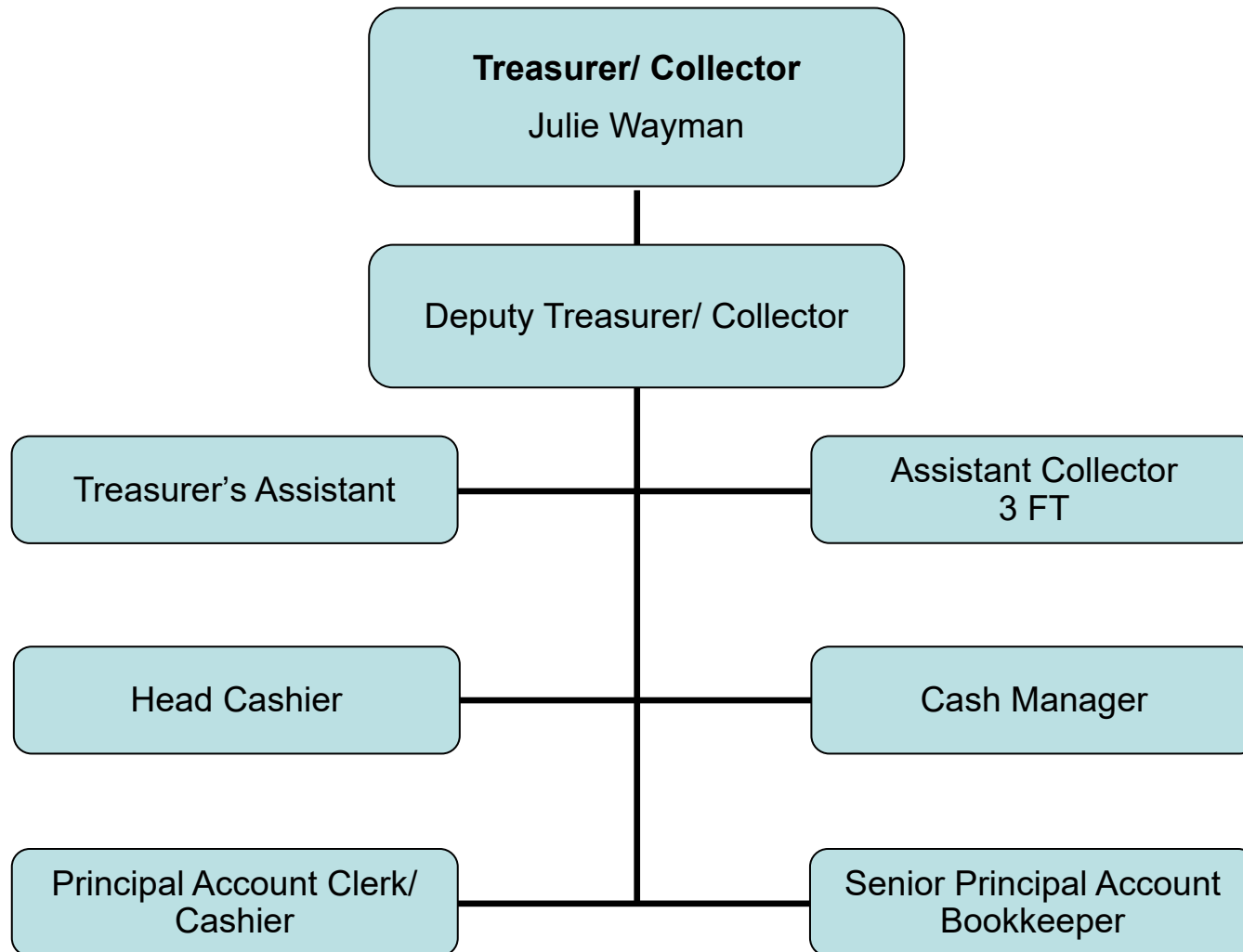
Major Accomplishments for 2023

- Began use of OpenGov for online payments for Inspections permits.
- Hired new Treasurer/Collector, Administrative Assistant, and Excise Collector between October and December 2023. Department is fully staffed for the first time in years.
- Requested and received higher interest rates for all money market and savings accounts.
- Worked with IT and DPW (Water) to complete the conversion process from existing in-house collection software for Utility Billing to financial software used for collection of taxes and other revenue/receipts.
- Continued to improve cross-training for maintaining workload during peak volume when quarterly taxes and utility bills are due as well as during excise tax collections.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor's rating agency.
- Town Audit found Treasurer's operation in full compliance.
- Trust Fund on year performance for 2023 was 2.23%.
- Managed borrowing of \$190,000 in an interest free bond with MWRA for sewer system improvements with a term of ten years.
- Borrowed \$17,290,000 in General Obligation Bonds including the third portion of authorized debt for Arlington High School Construction/Reconstruction in the amount of \$9,686,000, and \$4,607,401 for the DPW/Municipal Facility, as well as other equipment and projects appropriated by Annual Town Meeting at a net interest rate of 3.69%.
- Administered the Arlington Citizens Scholarship Foundation which provides financial assistance to Arlington residents attending higher education. 100 scholarships totaling \$100,350 were awarded in June 2023.
- Worked with vendors to schedule, process, and mail all Motor Vehicle Excise, Real Estate, and Water/Sewer bills.

Performance / Workload Indicators

	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Treasurer & Collector				
Real Estate Bills Processed	61,914	61,506	62,264	62,416
Paperless Bills Requested	3,080	4,129	5,480	5,316
Motor Excise Bills Processed	32,891	33,892	34,130	34,817
Water Sewer Bills Processed	50,386	50,439	50,456	50,500
Delinquent Notices - Combined	11,351	14,310	9,269	9,403
Total Bills Issued:	159,622	164,276	161,599	162,452
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 175,115	\$ 278,252	\$231,198	\$ 275,737
Municipal Lien Certificates processed	1,983	1,244	756	800
Municipal Lien Certificate revenue	\$ 99,150	\$ 62,200	\$ 37,800	\$ 40,000
Deputy Tax Collection revenue	\$ 31,174	\$ 74,785	\$ 76,480	\$ 77,000
Total Various Liens / Collections:	\$ 305,439	\$ 415,237	\$ 346,234	\$ 393,537

The Deputy Tax Collection revenue in FY22 was higher than previous years due to collection of warrants & fees accrued during covid when RMV wasn't open





Program Description

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates. The following details the responsibilities of postal operations:

- Manage daily operations of Town and School outgoing mail.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.
- All mailing is evaluated to determine lowest rate available for posting in-house and by printer.

Budget Statement

This is a level-services budget.

FY2025 Objectives

- Continue to encourage paperless billing for payments to increase customer satisfaction and reduce postage expenses.
- Consider paperless billing for water and sewer bills.
- Work with departments to understand mailing needs to determine what efficiencies can be made and re-evaluate all mail operations: find a vendor for use by all Town departments and further reduce what documents are printed and mailed through the Town Hall mailroom.
- Finish assisting school in taking over their mail operations.

Major Accomplishments for 2023

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses. The total bills issued during FY23 that were sent as paperless electronic real estate bills were 5,480.
- Processed mailings of 110,108 items of mail for Town and School.
- Mail processed at the lowest possible rate by Town and mailroom and Tax and Utility billing done at lowest possible 1st Class Bulk Mail Rate.

PROGRAM COSTS

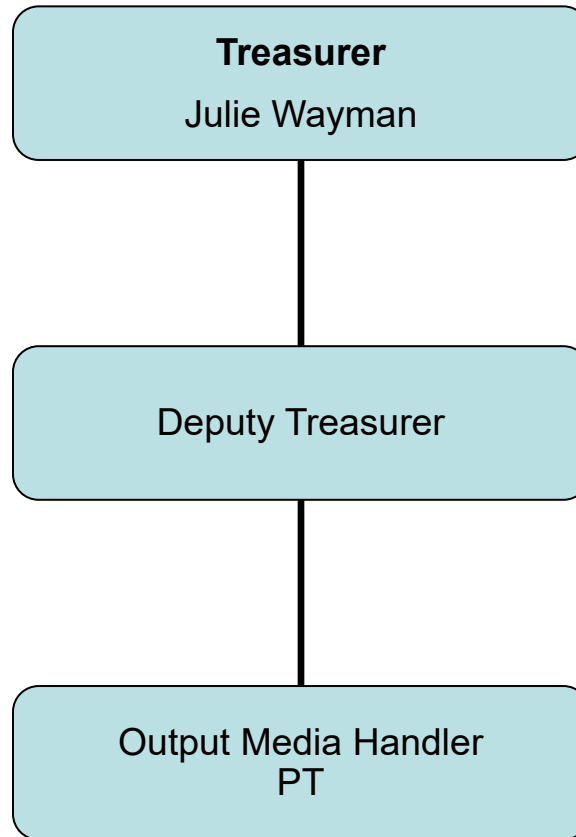
	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Postage				
Personnel Services	37,189	39,879	38,994	41,443
Expenses	124,467	178,610	188,257	168,257
Total	161,656.23	218,489	227,251	209,700

STAFFING

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Postage				
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
Total	0.66	0.66	0.66	0.66

Performance / Workload Indicators

	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Postage				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	156,542	160,147	156,119	157,136
Other Town Mailings	77,786	72,530	101,091	102,423
Other School Mailings	29,408	18,690	18,161	20,541
Total	263,736	251,367	275,371	280,100





Program Description

The Assessor's Office values all real estate (residential, commercial, and industrial) and personal property in the Town of Arlington for the purpose of ad valorem taxation. This process involves discovering, listing, and valuing over 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are over 400 commercial and industrial properties and over 350 personal property accounts, which must be reviewed on an annual basis. The office also receives over 34,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth;" monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing with the Board of Assessors all real estate and personal property abatement applications and exemptions within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board; assisting realtors, appraisers and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Select Board with all the information required for setting the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of its described duties.

Budget Statement

The Board of Assessor's FY2025 budget is a level services budget.

PROGRAM COSTS

Assessors	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	280,398	281,940	301,343	318,142
Expenses	25,650	26,075	35,248	35,248
Total	306,048	308,015	336,591	353,390

STAFFING

Assessors	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

FY2025 Objectives

- Implement and manage new income and expense collection strategy as voted by the Board of Assessors.
- Seek new strategies to direct residents to online services.
- Modernize collection of data and performance of inspections.
- Provide public access to assessment data and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

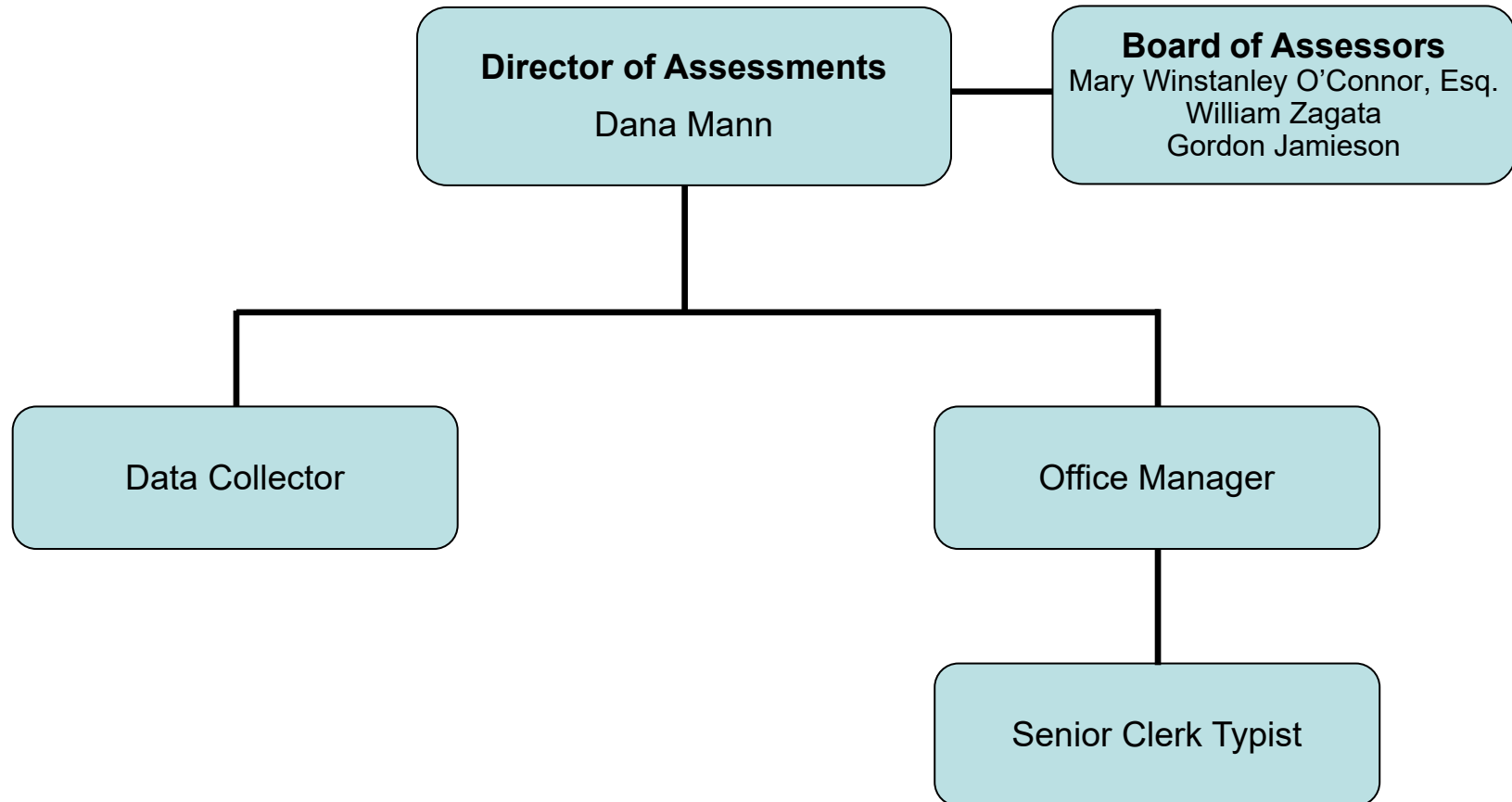


Major Accomplishments for 2023

- Inspected and valued over 300 new construction projects producing over 1.2 million new growth.
- Added new construction parcels to the preliminary tax bills where there was a significant increase in valuation and taxes for FY23.
- Continued success at the Appellate Tax Board in defending the Town's real estate values.
- Managed an increasing workload of Abutters List activity due to increased construction projects, zoning changes and environmental projects.
- Conducted initial phase of Tax-exempt property audits.
- Processed all exemptions and abatements for residents who qualify. Seniors, Veterans or people who are blind.
- Continued training on the use of RMV's new ATLAS software to assist taxpayers and facilitate processing of Excise Abatements, making the process more transparent and efficient.

Performance / Workload Indicators

Assessor	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Real Estate bills processed	30,264	30,264	30,410	30,486
Motor Vehicle bills processed	32,177	37,069	34,571	35,000
Personal Property bills processed	359	332	308	300
Real Estate and Personal Property abatements filed	44	37	48	60
Real Estate and Personal Property abatements granted	25	12	12	15
Motor Vehicle Excise abatements	1,014	1,078	965	985
Exemption applications	419	406	355	370





Program Description

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,200 personal computers, 150 cellular PDA's, over 200 printers, 5,500 tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMI video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages Munis ERP software, year-round educational initiatives, security and video, web mapping, online payment collections and numerous Town and School system integrations and websites.

Budget Statement

The operating budget would expand to cover increases in network bandwidth for APD body worn cameras, software subscription costs, cybersecurity enhancements (end point protection) and GIS platform improvements and maintenance.

PROGRAM COSTS

Information Technology	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	691,736	569,164	732,871	766,610
Expenses	537,939	629,111	678,813	773,713
Total	1,229,675	1,198,275	1,411,684	1,540,323

STAFFING

Information Technology	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	5	5	5
Total	7	7	7	7

FY2025 Objectives

- Upgrade town wireless infrastructure to WiFi6.
- Strengthen cybersecurity stance with launch of end point protection and monitoring for staff and student devices.
- Continue cloud migration of services: migrate shared drives and personal drives to SharePoint.
- Support and contribute to APS Technology Plan under Teaching and Learning
- Define unified payment platform with Treasurer.
- Unify Service Desk activities on one common platform across Town and District.



Major Accomplishments 2023

- Launched Online Applications and Permitting service for Inspectional Services, reducing paper and increasing efficiency and transparency for the community.
- Upgraded MUNIS Cashiering and cash reconciliation process with Treasurer.
- Reviewed GIS infrastructure and tools in conjunction with DPW and set goals for replacement.
- Upgraded MUNIS to version 2021 in November 2023.
- Updated multiple Tyler forms for the Treasurer's Office to streamline workflows.
- Completed all networking for AHS Phase II.
- Completed all networking for Building A & E Grove Street campus.
- Mapped out network needs for Buildings B, C and D Grove Street campus.
- Supported the relocation of DPW from 23 Maple to 51 Grove Street by providing assistance and equipment.
- Streamlined and launched Google PowerSchool Student Information System integrations for student accounts.
- Migrated all town staff to Microsoft Office 365. Multifactor authentication included in final roll out to prevent phishing and other security threats.
- Decommissioned and virtualized three town servers to optimize our resources and performance.
- Managed and streamlined the process of scheduling parent-teacher conferences with implementation of an online booking system.
- Support of Town Meeting April through May 2023. Support of Special Town Meeting in October 2023.
- Developed new time keeping schema and audio/visual pilot for Spring Town Meeting.
- Migration of MUNIS to cloud-based offering. This included multi factor authentication for all users for increased security.
- Unified Service Desk staff across Town and District into cohesive team.
- Onboarded new Service Desk Manager.
- Implemented new APS Staff Password Policy for increased security and privacy.
- Completed device inventory across town and district to support formalizing hardware refresh cycle.

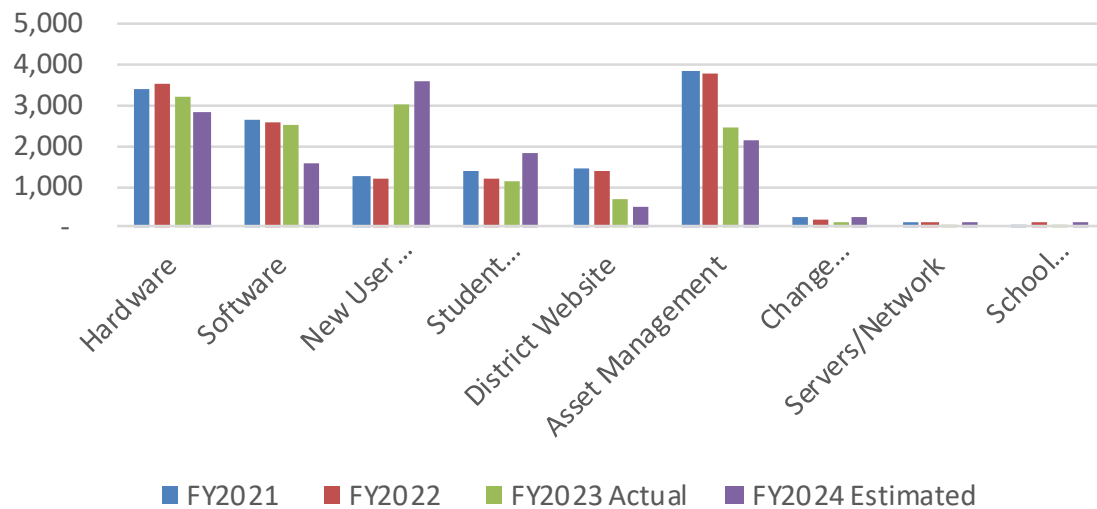
Major Accomplishments 2023 (cont.)

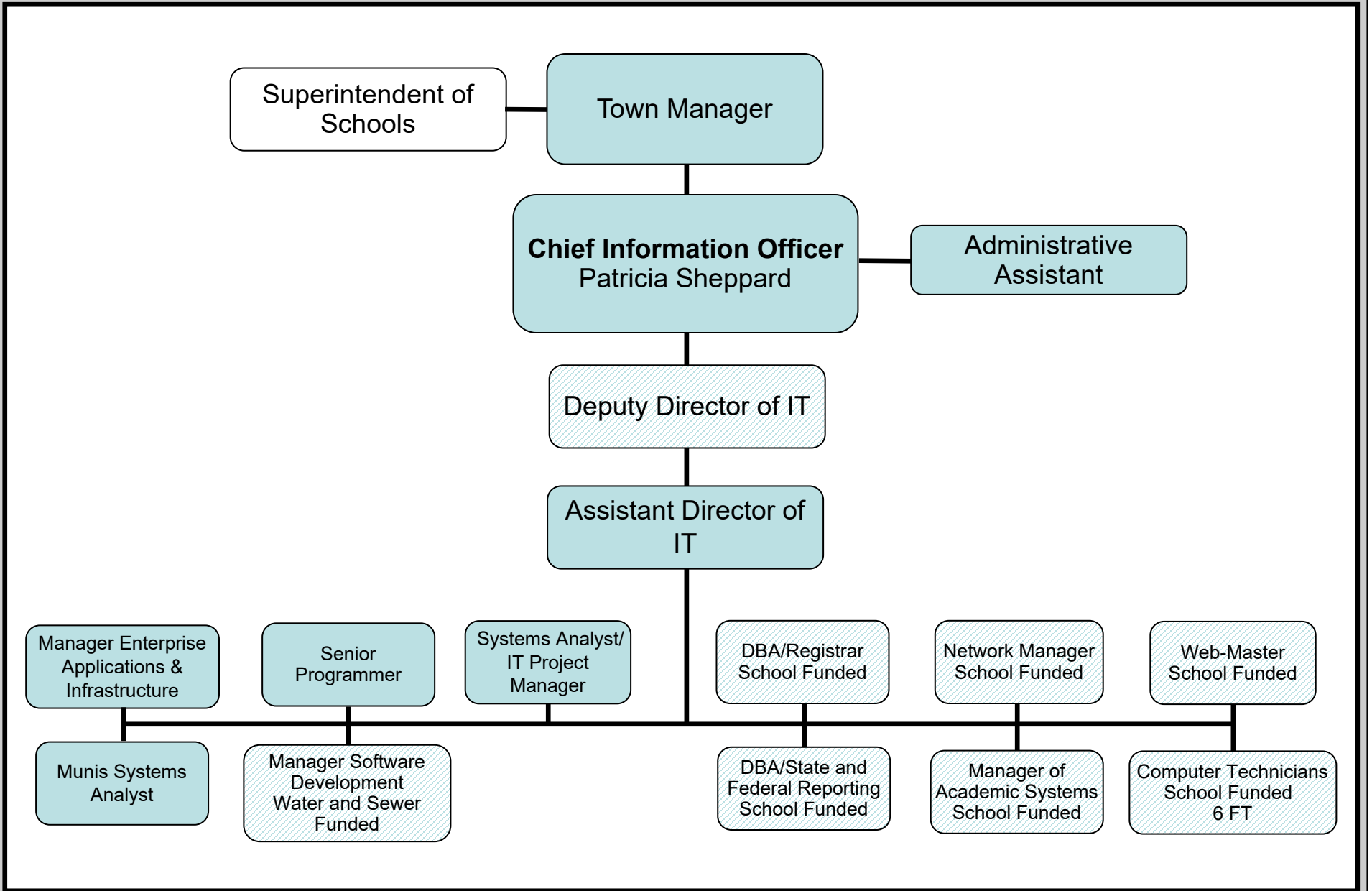
- Rolled out of ChatGPT with Digital Learning team for APS educators and all staff.
- Consolidated District Inet circuit at data center (dual circuits).
- Replaced legacy copper lines with Zetron Ethernet network for APD and AFD Dispatch.
- Migrated Filewave device maintenance suite to cloud.
- Upgraded District firewall to Watchguard Total Security suite.
- Implemented DMARC/DKIM protocol for domain verification for all staff email to reduce incidents of phishing.
- Upgraded VMWare infrastructure upgrade to version 8 (hardware and software).
- Serve as member of APS Tech Team in collaboration with APS Welcome Center, Registration, and Data Services.
- Supported Arlington Police Department with their body-worn cameras pilot, for increased accountability and transparency.
- Supported relocation of APS teachers and administrators to new AHS building with both assistance and equipment.
- Launched APS Parent Teacher conference system for Fall 2023 and Winter 2024.
- Supported Digital Learning in certifying 3rd party applications in Google Workspace.
- Demoed new online engagement platforms for DEI, Public Information (Town Website), Town Clerk and Community Development.
- Supported relocation of Menotomy Preschool and AHS Daycare to new AHS building with both assistance and equipment.
- Planned relocation of Recreation Department for Spring 2024.
- Supported Town Clerk in application for CPA funding to digitize paper based vital records.
- Drafted Data Center Operations Handbook for Grove Street campus.
- Partnered with Comptroller's Office to reconfigured all roles and permissions in MUNIS to further delineate segregate of duties.
- Launched new Chart of Account with Comptrollers in January 2024.
- Consulting with new Hybrid Meeting Committee through Spring 2024.
- Co-leading Superintendent's Strategic Working Groups 3.2 and 4.1.
- Piloting automation of Lightspeed classroom rostering with Digital Learning Team (OMS, Gibbs and Dallin).



Performance/Workload Indicators - ServiceDesk Tickets by Category				
Ticket Categories	FY2021	FY2022	FY2023 Actual	FY2024 Estimated
Hardware	3,405	3,550	3,207	2,804
Software	2,639	2,550	2,524	1,568
New User Setup/Account Management	1,262	1,200	2,988	3,576
Project Related Changes			100	96
Student Information System	1,369	1,200	1,141	1,833
District Website	1,446	1,400	664	508
Registration Support			322	378
Asset Management	3,818	3,750	2,450	2,140
Change Management	220	200	107	240
Digital Learning Team			35	84
Servers/Network	130	120	7	112
School Door/Video Security	75	150	65	120
Service Request			7	44
Remote Management			2	28
Other			66	44
Total	14,364	14,120	13,685	13,575

IT Service Desk Metrics







Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office, handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice daily on matters referred to it by the Select Board, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives. Further, the Department attends meetings and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department investigates all claims, advises, and monitors Town regulatory compliance, and coordinates all legal affairs of local government. The Department also administers, manages, and litigates the entire Town's workers' compensation, police and fire line-of-duty, and municipal liability self-insurance programs.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's complex municipal legal issues. The Department also advocates for the Town's interests in the appropriate direction of Town officials before state and federal bodies.

Three years ago, the Legal Department reorganized and shifted the Workers' Compensation Benefits Attorney into a "Deputy Town Counsel" position that is responsible for both Workers' Compensation matters and general legal practice that includes advising and positioning the Town and its committees and commissions with additional direct counsel support.

The Department will continue to handle as many legal matters in-house as is professionally responsible to contain outside counsel costs. The various Town departments will continue to be counseled in claims avoidance practices and procedures. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Legal	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	466,254	490,415	497,053	502,897
Expenses	2,180	178,902	136,665	136,665
Total	468,434	669,317	633,718	639,562

STAFFING

Legal	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	2	2	2	2
Clerical	1.75	1.75	1.75	1.75
Professional/Technical	1	1	1	1
Total	4.75	4.75	4.75	4.75

FY2025 Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Continue to enhance support for general legal matters through the Deputy Town Counsel position to meet the needs of Town departments, officers, and public bodies.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies, especially with respect to emerging issues and persistent challenges to best leverage the Town's legal positions.



Objectives (cont.)

- Update Legal Department online resources for employees and volunteers, including incorporating new state ethics training materials and records keeping, as well as addition of materials revised by the Town Clerk for swearing in committee and board members.
- Provide additional training opportunities for Town committees and commissions with a focus on training specific to committee and board officers such as chairs and clerks, and provide resources for effective and efficient Town Meetings.
- Develop standard contract terms for all Town and School goods and services contracts to render smaller contracts more uniform, particularly for professional services.

Major Accomplishments for 2023

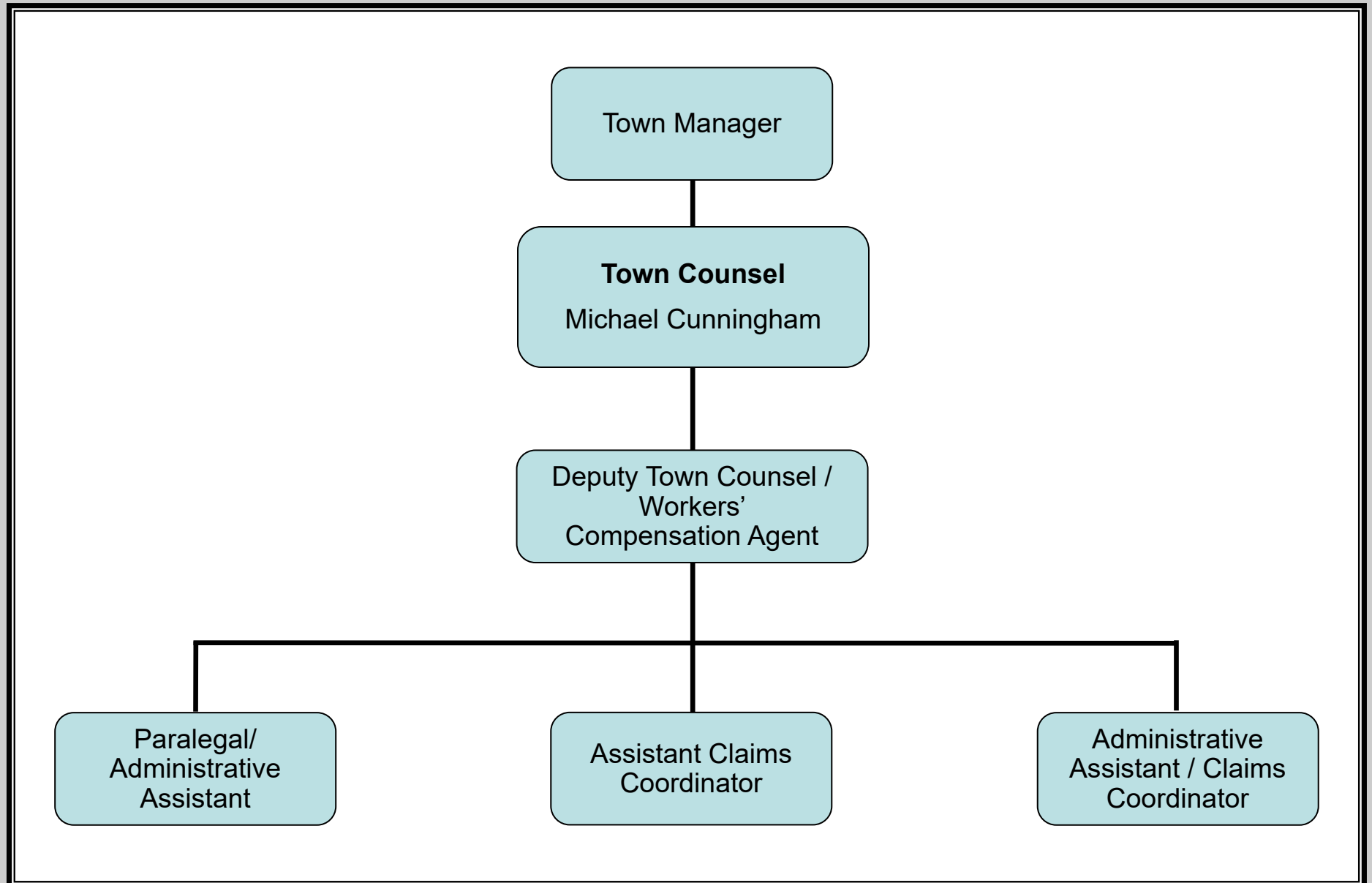
- Appeared regularly in the courts and administrative bodies of the Commonwealth and federal courts ranging from Superior Court litigation to administrative appeals in the prosecution and/or defense of the Town, including garnering dispositive motions in the Town's favor, successful hearings, and favorable resolutions of matters which limited Town liability or affirmed the Town's rights.
- Prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated, successfully defended, and/or adjusted 52 M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town.
- Investigated, successfully defended, and/ or adjusted 52 M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, resolution, and cooperative efforts with other municipalities to assert the Town's rights, including Town public construction matters.
- Successfully litigated, negotiated, and concluded several workers' compensation claims and retiree indemnification claims, resulting in significant savings for the Town.
- Involved in active litigation to affirmatively recover damages from parties who failed to perform under their contracts and warranties.

Major Accomplishments (cont.)

- Prepared warrant articles, reports, bylaw amendments, proposals and position options, and other documents for Annual Town Meeting and Special Town Meeting, including advising departments and committees; appeared at all sessions to advise Town Meeting. Provided legal advocacy and support for special legislative measures and follow through support for Town Meeting actions.
- Offered enhanced trainings for Town Boards and Commissions on their operations, duties, and powers.
- Conducted a Town Meeting Warrant Articles Primer & Workshop in collaboration with the Town's Civic Engagement Group.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, and drafting grant agreements, memorandum of understanding or agreement including revised marijuana retailer permits, licenses, and MOUs; including completing the sales and leases of Town properties.
- Continue to support the Town's ongoing efforts to become more diverse, equitable and inclusive through work with the Town's Diversity, Equity and Inclusion Division.

Performance / Workload Indicators

Legal/Worker's Compensation	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
MGL Chapter 84 Claims:				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	31	32	33	36
Claims Closed	10	10	10	11
New claims	11	11	15	14
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	11	7	23	27
Claims Closed	14	2	11	12
New claims	10	18	15	16
Fire - Injured on Duty Claims	4	4	10	6
Police - Injured on Duty Claims	3	3	5	5





Program Description

The Town Clerk's Office ensures compliance with changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, and marriages).
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws.
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List.
- License dogs, storage of flammable materials, and raffles.
- Maintain a high level of customer service providing general information to both the public and other Town departments.
- Swear in newly elected officials, police officers, and appointed/reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, welcome home bonus certificates, and warrant articles.
- Oversee the Elections Budget.

Budget Statement

In Fiscal Year 2024, expenses related to elections and Town Meeting have increased. This will continue into FY2025 as we implement the expansion of voting called for by the passage of the Votes Act.

PROGRAM COSTS

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Town Clerk				
Personnel Services	244,354	267,947	269,204	294,664
Expenses	27,854	14,282	17,610	17,610
Total	272,208	282,229	286,814	312,274

PROGRAM COSTS

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Board of Registrars				
Personnel Services	57,338	63,129	56,285	59,989
Expenses	9,919	15,717	15,250	15,250
Total	67,257	78,846	71,535	75,239

PROGRAM COSTS

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Elections				
Personnel Services	47,311	160,040	118,990	192,580
Expenses	18,470	74,061	76,850	86,124
Total	65,781	234,101	195,840	278,704

STAFFING

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Town Clerk				
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

STAFFING

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Board of Registrars				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1



FY2025 Objectives

- Based on the awarding of CPA funds, begin a multi-year process to digitize vital records so the original documents are preserved safely.
- Expand the records that are shared on the website regarding Town Meeting so the public has access to more information.
- Improve language accessibility for election and Town census communication on the town website.
- Develop voter education materials or programs to help residents understand the voting options made possible by passage of the Votes Act.

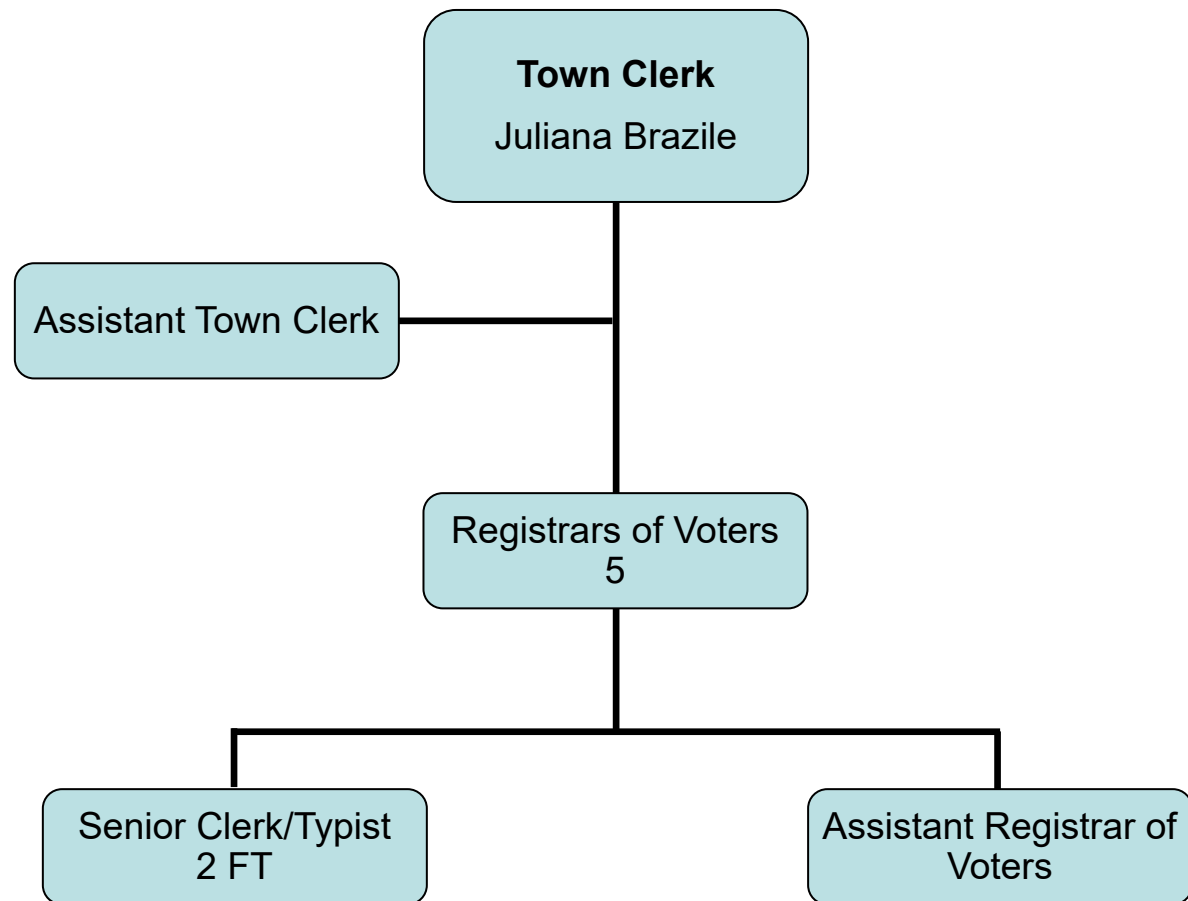
Performance / Workload Indicators

	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Town Clerk				
Marriage Licenses	153	143	168	170
Domestic Partnerships	N/A	4	24	20
Death Certificates	336	364	347	350
Birth Certificates	436	470	407	450
Dog Licenses	2,969	2,579	2,957	2900
Town Meeting Sessions**	11	13	7	7
Special Town Meeting Sessions**	5	1	0	1

**Reporting number of nights Town Meeting or Special Town Meeting are in session.
Single night STM within a regular Town Meeting not reported as a Special Town Meeting

Major Accomplishments for 2023

- Made significant updates to the Elections & Voting and Town Meeting webpages to improve usability for residents and voters.
- Following the roll out of a new Conflict of Interest Training program and website, updated internal systems to better record and track compliance for elected and appointed officials.
- Participated in a multi-department effort to develop the new Civic Academy and presented at two sessions.
- Working with the Human Resources Department, began a staff training program regarding safe practices when interacting with the public.





Program Description

The Treasurer, as the Parking Clerk appointed by the Select Board, manages the collection of parking fines and issues parking permits and:

- Collects payments for parking violations issued by the Police Department.
- Collects, processes, and reconciles all monies received from parking meters.
- Bills delinquent parking violations.
- Resolves parking violation appeals and coordinates hearing process by Hearing Officer.
- Marks and clears delinquent parking tickets with the Registry of Motor Vehicles.
- Manages the operation of parking machines/kiosks in Town and coordinates installation of parking meters, with maintenance support from DPW/Maintenance.
- Manages, administers and processes all parking permits and the special permits program.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Parking	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	64,511	58,569	65,575	73,239
Expenses	6,126	8,140	20,780	20,780
Total	70,637	66,709	86,355	94,019

STAFFING

Parking	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2025 Objectives

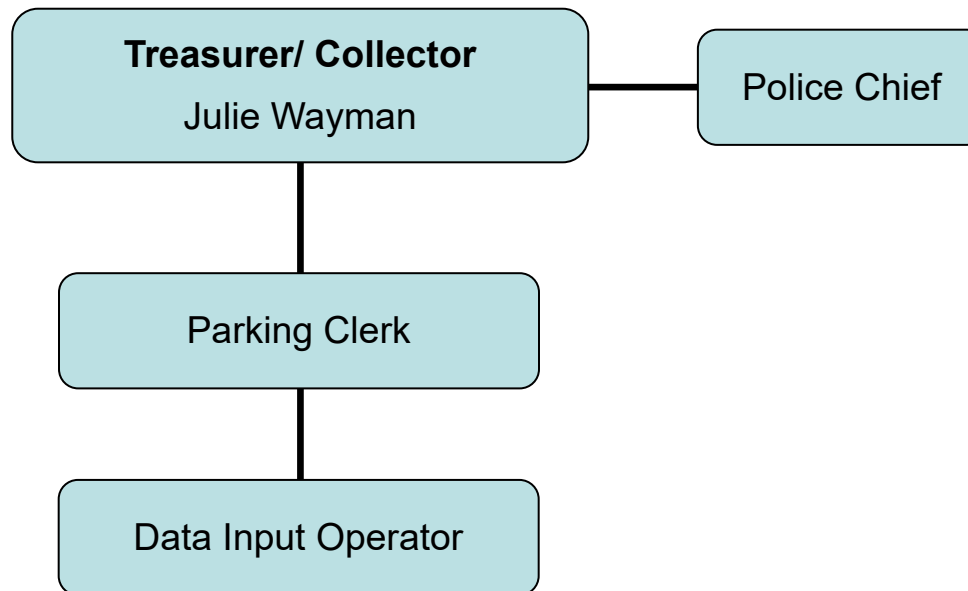
- Monitor parking program for needed improvements including signage and parking permit rules.
- Work with the Parking Advisory Committee to implement projects associated with the Parking Benefits District.

Major Accomplishments for 2023

- Regularly scheduled parking ticket hearings and requests for appeal of parking tickets.
- Engaged with new Deputy Collector to improve parking ticket fine and collection. Implementation planned for February 2024.

Performance / Workload Indicators

Parking	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Number of tickets issued	8,316	14,594	14,014	18,000
Revenue	\$ 119,205	\$ 214,635	\$ 234,821	\$ 250,000
Meters Collected	\$ 141,625	\$ 345,149	\$ 313,136	\$ 345,000
Parking Permits	\$ 74,630	\$ 123,439	\$ 126,638	\$ 129,000
Total Violations/Meter/Permit Revenue	\$ 335,460	\$ 683,223	\$ 674,595	\$ 724,000





Program Description

The Arlington Department of Planning and Community Development (DPCD) oversees planning and community development activities within the town and is committed to improving the quality of life in Arlington by improving housing opportunities, transportation access, and economic development to enhance the vitality of our business districts, and preserving and promoting our community's natural, historic, and cultural resources.

The Department oversees many key town-wide initiatives including Master Plan implementation, the implementation of Connect Arlington, the town's long-range transportation plan, net zero planning initiatives, and a range of efforts in our business districts. The Department administers the Town's federal Community Development Block Grant Program and has done so since the program's inception in 1974. The Department staff of nine provides support to 35 Town boards, commissions, and committees, including: the Arlington Redevelopment Board (ARB) - the Town's Planning Board and Redevelopment Authority, Conservation Commission, Affordable Housing Trust Fund Board, Commission for Arts & Culture, Clean Energy Future Committee, Arlington 250, and the Zoning Board of Appeals.

Department staff also represent the Town on a number of regional bodies: the Arlington Chamber of Commerce, the Boston Metropolitan Planning Organization (MPO); the North Suburban HOME Consortium; the Somerville-Arlington Continuum of Care; the Metropolitan Area Planning Council (Council, Executive Committee, and MetroCommon 2050 External Advisory Committee); Metropolitan Mayors Coalition's Climate Preparedness Taskforce and Regional Housing Partnership; Mystic River Watershed Association Resilient Mystic Collaborative; and the Charles River Watershed Association Climate Compact.

STAFFING

Planning & Community Development	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	7	7	7	7
Total	9	9	9	9

Budget Statement

The FY2025 budget is a level-services budget.

PROGRAM COSTS

Planning & Community Development	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	586,624	468,844	799,601	826,365
Expenses	26,441	25,820	35,021	38,621
Total	613,065	494,664	834,622	864,986

FY2025 Objectives

The Department focus in FY25 will be to update the Arlington Master Plan, adopted in 2015, as continued implementation of the Arlington Master Plan is the Department's top priority. Updating the Master Plan will be a roughly two-year long process and will guide proposed amendments to the Town's Zoning Bylaw in order to achieve Town goals such as increasing housing options and access, incentivizing new development that is sustainable and resilient in all zoning districts, and removing barriers to achieving sustainable economic development and transportation goals. This work will be accomplished with the Arlington Redevelopment Board and a future Master Plan Advisory Committee, with robust community engagement. Additionally, the Department will:

- Work with the Transportation Advisory Committee and the Select Board to implement Connect Arlington, the town's long-range transportation plan and the Complete Streets Action Plan for fiscal years 2022-2027
- Work with the Clean Energy Future Committee to implement near and mid-term strategies in the Net Zero Action Plan.
- Work with Open Space Committee to implement the five-year Open Space and Recreation Plan for 2021 to 2026.
- Work with the Affordable Housing Trust to implement the five-year Housing Production Plan for 2021 to 2026.
- Work with Arlington Human Rights Commission and the Affordable Housing Trust to implement the Fair Housing Action Plan with local strategies to comply with fair housing laws.



Objectives (cont.)

- Implement the Arts and Culture Action Plan, including identifying new income streams to support the arts and incorporating art into town projects.
- In partnership with the Conservation Commission, Parks and Recreation Commission, and community partners update and implement long-range management and stewardship plan for Town-owned lands.

Additional Department work will include advancing the following objectives:

- Create engagement opportunities for people to learn introductory information about the Master Plan, zoning bylaws, and permitting processes.
- Development of commercial and mixed-use property design guidelines
- Continue to work in business districts to understand challenges and opportunities and direct resources to assist with business development, recruitment, and retention.
- Work with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development.
- Continue implementation of Vacancy Registry Bylaw, including assisting property owners with marketing available spaces and coordinating installation of public art when requested.
- Continue to advance plans for sidewalk and streetscape improvements to major thoroughfares and routes to schools.
- Identify key locations to create priority bus lanes and install bus rapid transit elements.
- Add Town-owned properties to the Inventory of Historically or Architecturally Significant Property in the Town of Arlington.
- Administer Community Development Block Grant funds in alignment with the 5-Year Consolidated Plan.
- Secure funds to assist with updating stormwater rules and regulations.
- Continue to assist with improvements to Arlington Center utilizing Parking Benefits District funds.
- Continue to work with the Arlington Redevelopment Board in their role as the Town's Planning Board to facilitate site plan review of projects built under the MBTA Communities zoning
- Continue reviews of Zoning Board of Appeals cases, licenses, and permits, including M.G.L. Chapter 40B Comprehensive Permit applications and small cell wireless facilities.

Major Accomplishments for 2023

The Department is proud to have accomplished a substantial amount of short and long-range planning work this year, including the intensive, iterative planning work to develop an MBTA Communities overlay zone. The team proved invaluable to the community by continuing to permit small and larger-scale projects through the Redevelopment Board and Conservation Commission, and supporting research and reviews for the Select Board, Historical Commission, and the Zoning Board of Appeals, including two Comprehensive Permit applications.

Throughout the year, the Department continued to implement the goals and objectives of the Master Plan with particular focus on advancing housing, economic development, transportation, and historic and cultural resource strategies by:

- Intensive, iterative planning of a proposed "MBTA Communities" housing overlay zone that would allow multi-family housing by-right in certain areas of Arlington.
- Implementation of Connect Arlington – the Town's first Sustainable Mobility Plan with the support of the Transportation Advisory Committee and the Select Board. The plan provides a timeline for helping the town improve how people move around the community using public or private transportation, such as driving, walking, bicycling, or accessing and riding in buses, taxis or other car services, or other transportation systems.
- Implementation of the Net Zero Action Plan – to help the town become carbon-neutral ("net-zero") by 2050 with the support of the Clean Energy Future Committee. Prohibiting fossil fuel infrastructure in new construction and in buildings undergoing significant rehabilitation was identified as an early strategy to advance. In Spring 2023, the Committee worked with staff and community organizations to pass the "Specialized Stretch Energy Code" by Town Meeting which requires advanced energy and efficiency actions in new construction.
- Implementation of the Fair Housing Action Plan, including research on current barriers to housing, discrimination complaints, and challenges to availability of housing opportunities in Arlington. The plan provides local strategies to comply with federal and state fair housing laws to ensure availability and accessibility of housing for protected classes.
- Implementation of the Arlington Heights Neighborhood Action Plan Committee to advance installation of public art and parklets in the business district.



Major Accomplishments (cont.)

- Implementation of Arts and Culture Action Plan, including advancement of the Cultural District, assistance to the Commission for Arts and Culture, incorporation of public art throughout the community, including prominently on the Minuteman Bikeway, and exploring options for new studio spaces for artists.
- Worked with merchant associations and the Chamber of Commerce to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention, particularly to address concerns raised by the pandemic.
- Worked with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development.
- Secured Green Communities funding for Arlington to improve energy efficiency for town-owned buildings, including installing heat pumps at the Jarvis House and the ACMI building and installing new LED lighting at the Dallin School.
- Reviewed ZBA cases, licenses, and permits, including M.G.L. Chapter 40B Comprehensive Permit applications and small cell wireless facilities.

Of particular note are the following highlights and milestones:

MBTA Communities zoning

In response to the "MBTA Communities Law" enacted in 2021 (Mass General Law Chapter 40A, section 3A), the Redevelopment Board established the MBTA Communities Working Group to support DPCD staff. Over the course of almost a year, the Working Group and DPCD staff engaged the public, researched, and deliberated over an implementation plan that would allow Arlington to comply with state law by developing an MBTA Communities overlay district, with two sub-districts, where multi-family housing may be constructed by-right, meaning without a special permit. The zone was approved by Town Meeting in October 2023. Town Meeting also passed a slate of business zoning articles in order to promote development of commercial and mixed-use properties as a complement to the residential zoning overlay.

Mass Ave and Appleton redesign

The conceptual design of the intersection of Mass Ave and Appleton Street was passed by the Select Board and work has begun to develop biddable construction documents. It is anticipated that this phase of design will extend through the spring in anticipation of a MassWorks grant application for construction funding.

Major Accomplishments (cont.)

Town-wide Archaeological Survey

A survey was performed to inventory known archaeological resources in Arlington, such as along the Mill Brook corridor, and identify areas of high archaeological potential to provide a guide for planning and preservation.

FY2025 Objectives, Arlington Redevelopment Board

- Advance Zoning Bylaw amendments to future Town Meeting to encourage development and redevelopment opportunities to generate a full range of housing options for all incomes and housing types and also encourage mixed-use development, and new commercial development.
- Consider neighborhood business center focus plans along the lines of the Arlington Heights Neighborhood Action Plan to study opportunities for simplifying zoning and identifying development challenges in Arlington Center and East Arlington.
- Review progress on implementation of the Master Plan, including adopting formal amendments to Master Plan based upon recent completion of long-range plans, including transportation and energy. Modify and update Master Plan Working Groups as needed.
- In alignment with Town effort to modernize permitting processes, convene representatives from the Select Board, Conservation Commission, Historical Commission, Historic Districts Commission, Zoning Board of Appeals, and Board of Health
- Participate in range of Town committees and initiatives that advance community planning goals, including Master Plan Implementation Committee and Working Groups, Envision Arlington Standing Committee, Open Space Committee, Housing Plan Implementation Committee, Arlington Heights Action Plan and Community Preservation Act Committee.



Major Accomplishments 2023, Arlington Redevelopment Board

In 2023 the Board completed six signage reviews. The Board also approved three mixed-use projects on Massachusetts Avenue and completed the project review for a property on Mass. Ave. that changed from office to mixed-use through the addition of one residential unit in a former attic space. The Board also extended the term of a special permit granted in 2020 to develop a hotel on Mass. Ave. through 2025. Additionally, the ARB serves as the Board of Survey with authority to approve the design of roads for the purpose of ensuring that new building lots can meet zoning frontage and access requirements. There were no Board of Survey applications for consideration in 2023.

In response to the "MBTA Communities Law" enacted in 2021 (Mass General Law Chapter 40A, section 3A) the Redevelopment Board established the MBTA Communities Working Group to support DPCD staff in implementing a compliant MBTA Communities zone. Over the course of 2023, the Working Group and DPCD Staff engaged with the public, deliberated, researched, and ultimately developed an implementation plan that would allow Arlington to comply with state law by instituting an MBTA Communities overlay district, with two sub-districts, where multi-family housing may be constructed by-right, meaning without a special permit. The zone was approved by Town Meeting in October, 2023. Town Meeting also passed a slate of business zoning articles in order to promote development of commercial and mixed-use properties as a complement to the residential MBTA Communities overlay.

Major Accomplishments (cont.)

Throughout the year, through the work of the Department of Planning and Community Development, the Board continued to implement the goals and objectives of Arlington's Master Plan, including advancing housing, economic development, transportation, and historic and cultural resources via:

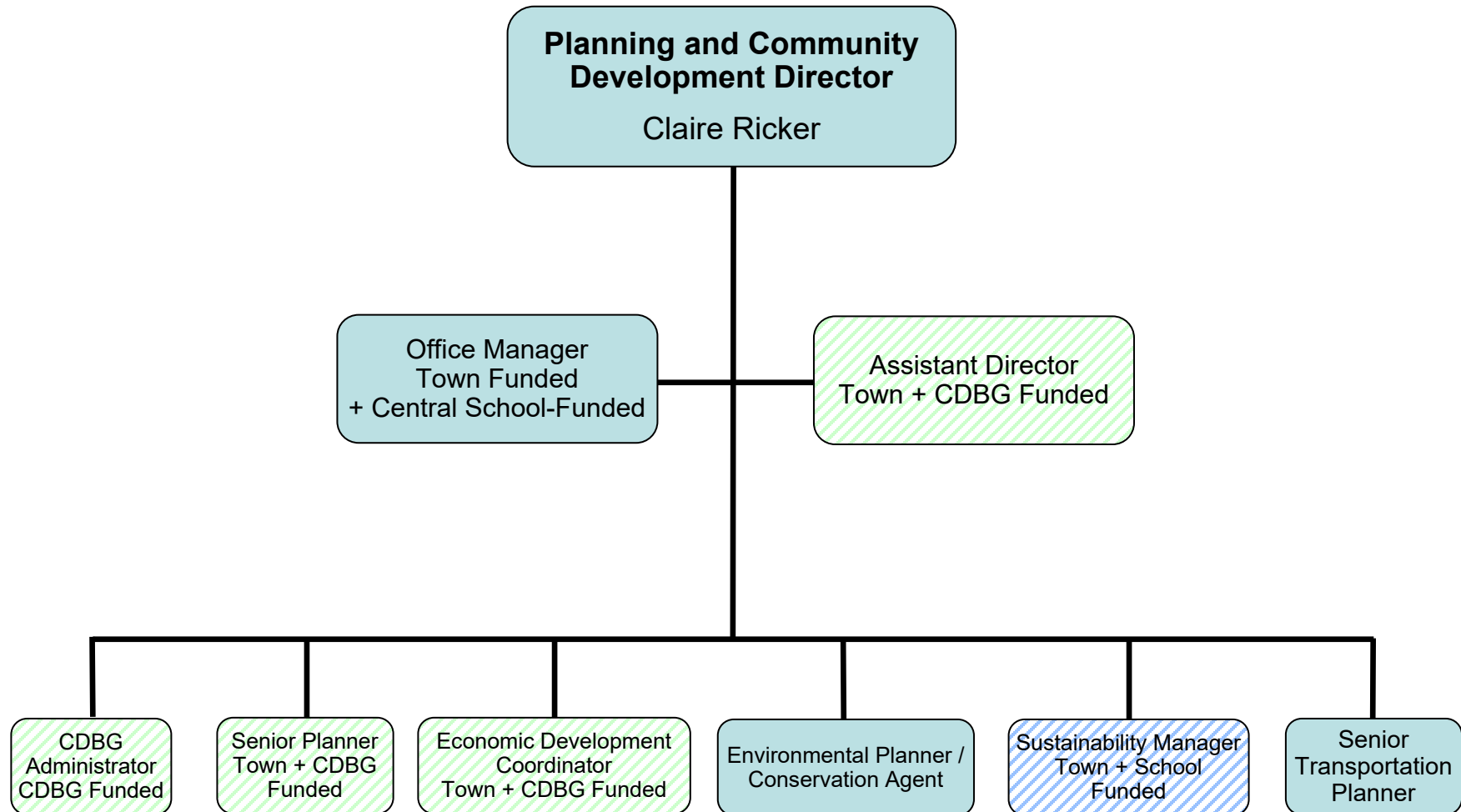
- Intensive, iterative planning of a proposed "MBTA Communities" housing overlay zone that will allow multi-family housing by-right in certain areas of Arlington,
- Continued implementation of the Arlington Heights Neighborhood Action Plan to advance installation of public art and parklets in the Heights' business district, and
- Continued work with property owners and developers along the major street corridors to encourage mixed-use, residential, and commercial development.

Performance / Workload Indicators

	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Conservation Commission				
Commission meetings attended	30	30	\$30	30
Conservation Permits	17	46	\$18	30
Site inspections	80	55	\$48	55
Filing Fees	\$16,442.50	\$21,341.50	\$9,489	\$15,000.00

Performance / Workload Indicators

Planning & Community Development	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
CDBG Funds Administered	\$1,106,603	\$1,060,150	\$1,058,933	\$1,000,000
Other public or private grant funds secured	\$1,116,099	\$1,139,285	\$1,225,000	\$750,000
Sign Permit Applications Reviewed	13	16	22	20
Zoning Board Applications reviewed	22	33	30	35
Businesses/Merchants Assisted	598	451	503	550
Environmental Design Review (EDR)	11	11	8	10
special permits administered				
Licenses reviewed	12	10	15	15





Program Description

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of five full members and two associate members appointed by the Select Board, including an attorney and a licensed architect. From its members, the Board annually elects a Chair and a Vice-chair. The Board hears testimony and renders decisions based on a supermajority (4 of 5) vote of the Board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition.

Budget Statement

The Zoning Board of Appeals has a level-services budget for FY25.

PROGRAM COSTS

Zoning Board of Appeals	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	23,549	47,859	63,610	68,964
Expenses	9,613	14,491	10,300	10,300
Total	33,162	62,350	73,910	79,264

STAFFING

Zoning Board of Appeals	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	0	0	0	0
Clerical	0.29	0.89	0.89	0.89
Professional/Technical	0	0	0	0
Total	0.29	0.89	0.89	0.89

FY2025 Objectives

- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.
- Update the ZBA website to include better access to meeting information and provide guidance documents for applicants.

Major Accomplishments for 2023

- Heard and rendered 39 petitions for special permits and variances, with 10 continuances.
- Conducted hearings and issued a decision for one comprehensive permit, at 10 Sunnyside Avenue, including 8 hearing sessions. Comprehensive permits are issued for the development of Low- and Moderate- Income Housing pursuant to M.G.L. c. 40B.
- Implemented OpenGov Online Permitting for special permit and variance applications.
- Created a document that tracks ZBA and ARB applications for the ZBA, Planning and Town Clerk records.
- Continued to reduce continuances by adding conditions to decisions that are reviewed by the Inspectional Services Department when issuing a permit.

Performance / Workload Indicators

Zoning Board of Appeals	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Applications	38	38	38	42
Hearings	50	32	53	56
Revenue	\$15,200	\$15,200	\$15,200	\$16,800
Continuances	16	18	8	8
Decisions with Conditions	36	33	38	38



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT



Program Description

The Facilities Department is responsible for operating and maintaining all Town and School real estate building assets. It oversees Operations and Maintenance (O&M) of 35 buildings comprising of 11 schools and 24 town buildings - totaling approximately 1.5 million square feet of mixed-use space. Mixed-Use space includes education, public safety, library, public works, government administration offices, and cemetery buildings. The O&M programs are based on standards for preventive maintenance, required inspections for life safety, governmental compliance, and cleaning standards to maintain the facilities in good, safe, and comfortable working order. The Facilities Department is led by the Director of Facilities with 2 managers and 4 supervisors who oversee office management, capital projects, building upgrades, building maintenance and repairs, custodial operations with cleaning, snow removal and landscaping. The maintenance division consists of the following positions - 2 electricians, 2 plumbers, 2 carpenters plus 1 craftsperson, and 2 HVAC trades people. The custodial division is comprised of a total of 42 custodians - 29 who are employed by the town and schools, and another 13 from a third-party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours and under the supervision of a custodial night supervisor. In addition, the Facilities Department coordinates regular building assessments and annual evaluations that are used for both capital planning and budgeting as well as changes or additions to planned routine repairs and preventative maintenance.

Budget Statement

The Facilities Department budget will increase by \$90,841 for FY25 as a result of increased energy costs and the addition and renovations to buildings at the DPW Yard along with added maintenance responsibility at the Whittemore Robbins House and 27 Maple Street. The new buildings add equipment assets such as HVAC, elevators, emergency generators, fire and security system increasing annual maintenance costs.

PROGRAM COSTS

Facilities	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Personnel Services	335,361	388,191	517,601	531,242
Expenses	414,477	468,860	706,460	797,460
Total	749,838	857,051	1,224,061	1,328,702

STAFFING

Facilities	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Request
Managerial	1	1	1	1
Professional/Technical	5.1	5.1	5.1	5.1
Total	6.1	6.1	6.1	6.1

FY2025 Objectives

Organizational

- Fully staff the department by filling the current vacancies which include: 2 Electricians, 1 HVAC Technician, and 1 Plumber.
- Support the design and construction teams on the Dept. Of Public Works (DPW) and Arlington High School (AHS) projects. Ensure the building complies with owner expectations for reliability and standards of operation.
- Update condition assessments at various buildings in the portfolio to allow for proactive capital planning.
- Update existing equipment end-of-life replacement cycle with data from Asset Essentials, computerized maintenance management system (CMMS).
- Oversee and manage \$10,092,800 in facilities operating and capital expenses.
- Develop a new preventative maintenance (PM) plan for Phase II and III of the AHS and the new and renovated DPW buildings.
- Develop operating guidelines and procedures for building automation systems (BMS).



FY2025 Objectives (cont.)

Capital Projects and Building Upgrades

- Building envelope repairs
 - Central Fire Station Masonry
 - Brackett School Doors
 - Bishop School Windows and Doors
- Elevator upgrades
 - Arlington Police Department
 - Peirce School
- Building Energy Management Systems
 - Dallin School
- Energy Conservation Measures
 - Hardy School Solar Panels
- Electrical Distribution Systems
 - Thompson School Emergency Generator
- Building Finishes Upgrades
 - Thompson School Floors
 - Bishop School Floors
- Security Upgrades
 - Bishop School Security Cameras
- Classroom/Educational space expansions
 - Gibbs School Library Classroom Expansion
 - Bishop School Office and Counseling Space Expansion
 - Stratton School Special Learning Center Classroom Modifications
- School Playground Upgrades and Repairs
 - Brackett School
 - Thompson School

Major Accomplishments 2023

- Completed construction at Community Center
- Completed enabling work for Phases 3 of Arlington High School building project
- Support Phase 2 construction at Arlington High School
- Manage operating energy (gas and electric) expenses approaching \$2M annually
- Manage over \$4.3M in Capital Projects
- Bid and managed service contracts for roofing, HVAC service, elevator service, fire alarms, fire suppression systems, fire extinguishers, pest control, ventilation hoods, grease traps, water treatment, security/camera/access control systems, emergency generators, oil and gas burners, and snow removal
- Update existing equipment end-of-life replacement cycle with data from Asset Essentials, computerized maintenance management system (CMMS)
- Completed the re-launch of DudeSolutions CMMS (work order request and ticketing system) as Brightly Asset Essentials work order system across remainder of building portfolio

Preventative Maintenance and Repairs

- Completed annual life safety inspections.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance as well as emergency repairs.
- Contract management for multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, water treatment, security systems, emergency generators, oil and gas burners.
- Managed snow removal at school and town properties.
- Analyze CMMS data to optimize preventative maintenance schedules, meantime to failure rates and asset placement cycles.

Fiscal Year 2025 Budget



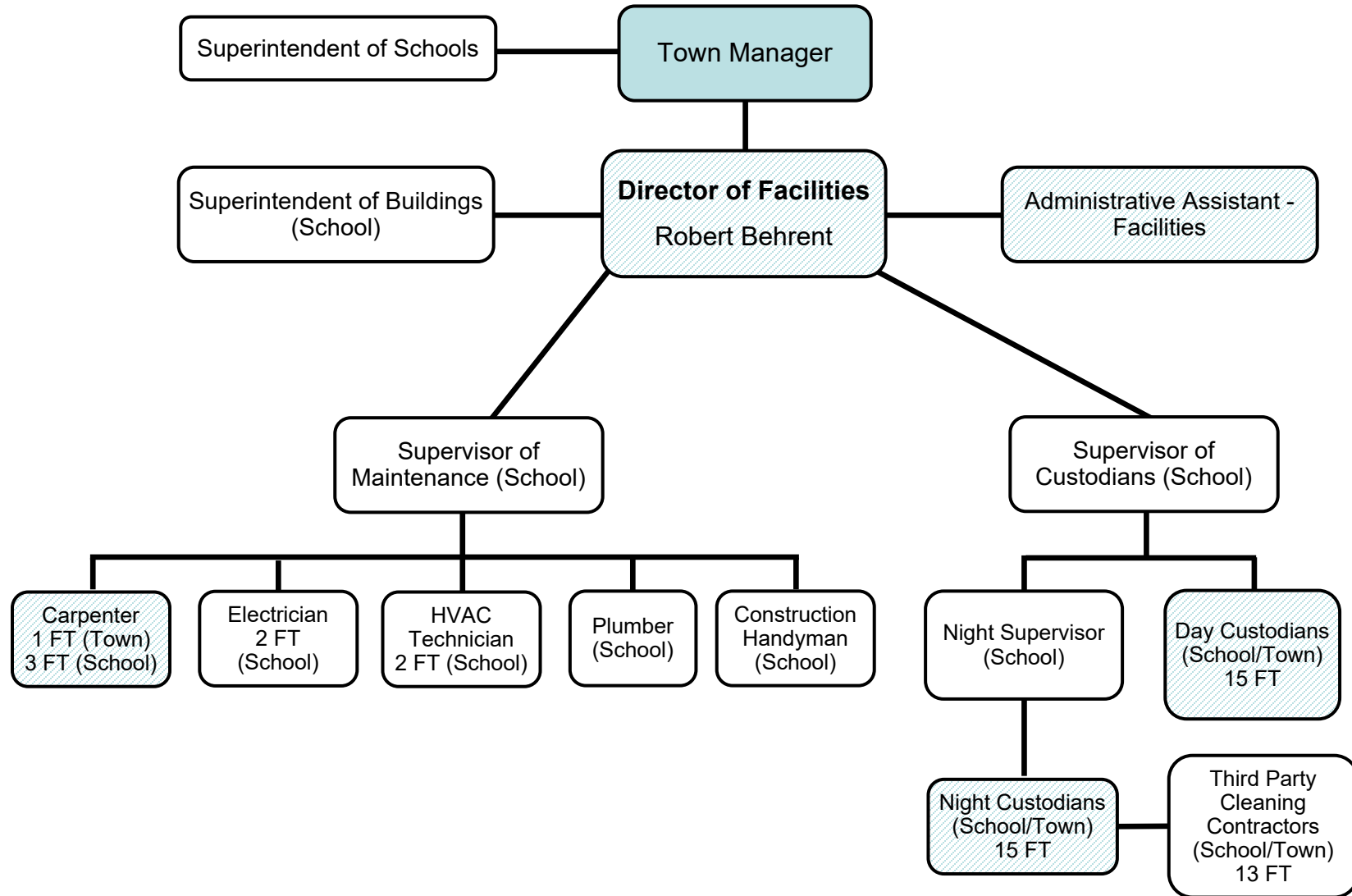
Major Accomplishments (cont.)

Capital Projects and Building Upgrades

- Bishop School fire alarm system replacement
- Park Circle fire house apparatus bay heating replacement
- Installed last phase energy saving LED lighting at Ottoson Schools
- Installation of new HVAC RTUs on Dallin School
- Repaired main office and gymnasium floor at Brackett School
- Replaced heating and Domestic Hot Water Boilers at Community Safety Building
- Window screens repair work at various schools.
- Completed carpentry and trim repairs at Thompson School
- Exterior walkway and stairway repairs at Dallin School
- Storm water drainage repairs at Dallin School
- Gibbs School drainage repairs
- Performed interior painting at all public schools

Performance / Workload Indicators

Facilities	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Estimated
Work Orders				
- Requested/Submitted	805	3,000	2,125	3,294
- Completed	453	1,800	1,800	2,994
- Backlog			325	300
Percentage Planned/Reactive Work Orders	No Data	15/85	61/39	80/20
Percentage of On Time PMs	No Data	52%	75%	80%





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